

# The Police Chief

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AUGUST 2010

**117th Annual  
IACP Conference**  
Orlando, Florida

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Agency Approach to the  
Economic Downturn

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# The Police Chief

AUGUST 2010  
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TGD Communications, Alexandria, Virginia /  
*Graphic Design and Production*

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## *Report from the Laredo, Texas, Summit*

For decades, the safety of the public in communities along the southwestern border of the United States has been threatened by violence; the work of criminal organizations; and the enormous flow of drugs, money, and firearms between the United States and Mexico.

Over the last several years, the list of innocent crime victims lost in the drug trade along the Mexican border has grown at a horrifying and terrible rate. In March, the murder of workers at the U.S. Consulate signaled a disturbing turn in events. Investigators determined that these individuals were targeted because it was believed they were public safety officials. As a result of this attack, communities along the border were cautioned to be on special alert, and police officers in particular were told to take special measures to ensure their safety and the safety of their families.

These troubling developments were a focal point of discussion and concern at a Texas Association of Chiefs of Police meeting in early April that I had the privilege of attending. Chiefs who were present talked about the problems they were facing on the border and the need to get the attention of the federal government to acknowledge their challenges and their needs. Following that meeting, the IACP started to work with Laredo, Texas, Police Chief Carlos Maldonado, chair of the Texas chief's Border Issues committee, to find ways to meet this goal.

To that end, in late April, the IACP reached out to senior staff in Vice President Biden's office, who arranged for a meeting between the IACP, Chief Maldonado, and senior officials from the Obama administration and the U.S. Department of Justice. At this meeting, Chief Maldonado indicated that his city leadership was developing plans for a border summit. IACP staff worked with the chief to develop an agenda for the summit and to identify representatives from federal agencies, including the Department of Justice and the Department of Homeland Security, who could participate in the meeting.

This summit, sponsored by the city of Laredo and cosponsored by the Texas Association of Chiefs of Police, was held in early July and more than 80 participants from border com-

munities and representatives from key federal agencies attended.

From the start, summit participants from large and small agencies made it clear that the key problem facing the border is the enormous flow of drugs coming out of Mexico into the United States and the reverse flow of money and firearms back to Mexico from the United States. And, at the center of the problem, directing, organizing, and manipulating the flow of drugs, firearms, and money, are the cartels that lead these criminal activities.

In recent years, the violence that accompanies virtually every aspect of this drug trade has become more frequent, more extreme, and more macabre in Mexico, and it has frequently been depicted in national and international media outlets. The violence and media reports have combined to destroy the tourism trade for many cities along the border, which combined with the more general downturn in the U.S. economy

has generated significant financial challenges for many of these communities and has left city officials with no choice but to make deep cuts in municipal budgets, which have had a significant impact on police forces in the region.

Departments are understaffed presently and have to leave open positions vacant or reduce ranks through layoffs. Others are unable to replace worn-out equipment, establish effective communications systems, or even provide their departments with needed rifles and soft body armor, thereby leaving officers outgunned and in great peril. Simply stated, these losses in personnel and shortcomings in equipment have severely hindered the ability of police departments to respond efficiently to calls for service and perform proactive police work.

During two days of discussion, participants identified several key steps that should and must be taken to address the serious national security issue that the southwestern border presents to the United States. Ranging from greater coordination of effort to improved communication and intelligence sharing to providing dedicated assistance funds to southwestern border law enforcement agencies, these recommendations will guide the IACP's efforts to address the many challenges that law enforcement agencies confront on a daily basis along this border.

It is impossible to walk away from a meeting like the one held in Laredo without expressing profound admiration for all the men and women at every level of law enforcement operations along the southwestern border of the United States. Clearly, the challenges they face are enormous and overwhelming at times. Police leaders in border communities feel they have value to add in finding solutions to problems identified; they need only to be asked. Yet despite the frustration and the sense often felt of being ignored and overlooked, they stick to the task and, by their dedication and commitment, are making a huge difference in providing for the public safety of every American at the border and elsewhere. But they cannot do it alone. They require the assistance and support of law enforcement agencies across the United States and around the world. We cannot let them down. ♦



*Michael J. Carroll, Chief of Police,  
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## House Appropriations Subcommittee Releases FY 2011 Appropriation Amounts

By Meredith Mays Ward, Legislative Representative, IACP

In early July, the House Appropriations Subcommittee on Commerce, Justice, and Science passed its funding levels for Fiscal Year (FY) 2011—that is, amounts that will fund the Department of Justice in FY 2011. The bill provides a total of almost \$4 billion for state, local, and tribal law enforcement activities. Included in that total is \$442 million for programs administered by the Office on Violence Against Women; \$690 million for programs administered by the Community Oriented Policing Services (COPS) office; nearly \$2.7 billion for programs administered by the Office of Justice Programs; and \$413 million for Adam Walsh Act activities and other sex offender and child exploitation prevention and enforcement programs.

The subcommittee's proposed budget for FY 2011 represents the first step in the federal budget process. Appropriation bills now head to full House and Senate appropriations committees to craft the annual appropriation bills that fund the federal government.

### House Passes Mandatory Collective Bargaining Legislation

In early July, the House of Representatives passed the Public Safety Employer-Employee Cooperation Act (H.R. 413) by adding it to the War Supplemental Appropriations bill. H.R. 413 now heads to the U.S. Senate for consideration. The legislation is strongly opposed by the IACP.

This legislation would mandate that all state and local governments

- allow for the unionization of their police force;

- require collective bargaining with the union; and
- require bargaining over hours, wages, and terms and conditions of employment.

In addition, the legislation would empower the Federal Labor Relations Authority (FLRA) to review the existing collective bargaining laws in all 50 states to ensure that they meet the new federal standard. If the FLRA determines that a state fails to meet the standard, it will have the authority to mandate changes to existing policies and procedures.

The IACP believes that, if passed, H.R. 413 will reduce the effectiveness of our nation's law enforcement agencies. Therefore, the IACP urges you to contact your senators and tell them to oppose H.R. 413. You may do this by visiting the IACP's Legislative Action Center (LAC), where you can write or e-mail your senators about this important issue. The LAC includes a sample letter about H.R. 413 that can be personalized and sent simply by entering your contact information. Please visit <http://capwiz.com/theiacp/home>.

### U.S. Supreme Court Overturns Chicago Handgun Ban

In early July, the U.S. Supreme Court issued its opinion in *McDonald v. City of Chicago*. The core issue in *McDonald* is whether the city of Chicago's handgun ban was constitutional and whether the Second Amendment right to keep and bear arms recognized by the Court in *District of Columbia v. Heller* (which overturned D.C.'s handgun ban) is incorporated—that is, whether it applies to restrict the actions of state and local governments. The Supreme Court, in a 5 to 4 majority, ruled that the Second Amendment does apply to state and local ordinances, and, based

upon the decision in *Heller*, the city of Chicago's handgun ban was unconstitutional and was therefore struck down.

However, the Court did rule—as IACP argued in its amicus brief—that incorporation does not strike down other gun laws that fall short of a complete/broad ban. The Court restated the findings in *Heller* that even though the District of Columbia's ban on guns in the home was unconstitutional, a wide gamut of gun laws remained “presumptively lawful.”

To read the decision in its entirety, please visit the Supreme Court's website at <http://www.SupremeCourt.gov>. ♦



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## Save the Date for the Foundation Fundraiser

By Russell B. Laine, Chief,  
Algonquin, Illinois, Police  
Department; Immediate Past  
President, IACP; and Chair,  
IACP Foundation

As you begin planning for the 117th Annual IACP Conference, October 23–27, make sure your conference schedule includes attendance at the IACP Foundation's Fourth Annual Fundraising Gala on Saturday, October 23, at the brand new Hilton Orlando.

Only 15 minutes away from the Orlando airport, the Hilton Orlando is nestled on 26 acres of beautiful landscaping and offers an intelligently designed hotel with spectacular ballroom space for this special event.

The Fundraising Gala, which includes an elegant evening reception and dinner, is one of the premier events during the conference. During this event, leaders of international, federal, state, and local law enforcement agencies join with committed corporate supporters and conference attendees to raise funds and awareness of Foundation programs and initiatives.

The gala evening will begin with a hosted reception and white-glove dinner, followed by a special speaking program. Although the entertainment and social aspect of the gala cannot be denied, the real meaning of the event lies in its ability to raise the profile of the IACP Foundation, highlight its projects and services, and create an atmosphere where fun and fundraising can truly go hand in hand for a great cause.

Last year's event in Denver, Colorado, combined with the Foundation's Silent Auction proceeds, raised more than \$130,000—a record amount for the Foundation! Your purchase of a ticket or a table at the Fourth Annual Fundraising Gala in Orlando will enable the Foundation to continue its mission of funding training and professional development for law enforcement agencies around the globe, as well as providing educational support for the families of officers fallen or permanently disabled in the line of duty.

Partners who have already committed to the gala include:

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Please plan on making the Foundation's Fundraising Gala part of your Orlando conference experience! Ticket information is available at <http://www.theiacp.org>; click on the 2010 Annual Conference logo, and under the event info tab, click on special events—or contact Foundation Director Patricia Casstevens at [casstevens@theiacp.org](mailto:casstevens@theiacp.org).

*The IACP Foundation is a not-for-profit, 501(c) organization established to solicit, receive, administer, and expend funds for law enforcement-related charitable and educational purposes. Donations may be tax deductible; please check with your personal tax advisor. Federal Tax ID #54-1576762.*



Former IACP Foundation Board Member John Clark receives special recognition at the 2009 Foundation Gala.



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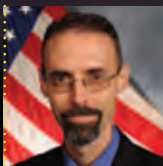
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## Police Department May Read Text Messages Sent on Agency-Issued Pagers: *City of Ontario, California, et al. v. Jeff Quon et al.*

By Ken Wallentine, Chief of Law Enforcement, Utah Attorney General

In a unanimous decision, the U.S. Supreme Court held that the Ontario, California, Police Department did not violate Sergeant Jeff Quon's privacy rights when the department read text messages sent on his department-issued two-way pager.<sup>1</sup> The department became aware of Quon's text messages to his estranged wife and to his girlfriend—a police department employee—when the chief requested an audit of the text message usage to determine whether the department's character limit was high enough to meet officers' work communications needs. Quon sent messages that were described by the trial court as "sexually explicit in nature." The department conducted an internal affairs investigation and disciplined Quon. The wife and the girlfriend also joined the lawsuit as plaintiffs. A jury sided with the defendants. However, the Ninth Circuit Court of Appeals reversed, holding that the search was unreasonable. The Supreme Court overturned the Ninth Circuit Court decision.

The department's written policy warned officers that use of department e-mail, Internet, and computer resources could be monitored. Even though limited personal use was permitted, the policy also stated that officers should not expect that their electronic communications made through department resources were private or confidential. Quon signed a written acknowledgement of the policy. Quon admitted in signing an acknowledgement of the policy that he was aware that the policy applied to him, but he argued that the policy did not include electronic communication through text messaging. Moreover, he said that he had been told that he could use his pager for personal messages as long as he paid the overlimit charges on the account.

*City of Ontario, California, et al. v. Jeff Quon et al.* marks the first venture of the Supreme Court into the arena of public employees' electronic privacy rights in communications through agency resources. The Court was asked to weigh officers'

privacy rights and the right to be free from unreasonable seizures of their communications against the government's interest in managing the public workplace. The Court coined the guiding principle that the Fourth Amendment "protects people, not places," in the landmark case of *Katz v. United States*,<sup>2</sup> after FBI agents intercepted phone calls of a bookie. In the electronic age, the tough question is how to apply the *Katz* principle to electronic communications.

Twenty-three years ago, in *O'Connor v. Ortega*,<sup>3</sup> the Supreme Court considered the search of a public employee's desk. The Court essentially imposed a reasonableness standard for government workplace searches, holding that a public employer enjoys broad authority to search the physical workplace as long as the employer had a "work-related purpose"<sup>4</sup> for the search, and the search is not unduly intrusive. In *Quon*, the Court now provides some very limited guidance for a public employer's right to search the cyber-workplace. Because the Court carefully proscribed the effects of its ruling by sticking closely to the facts in *Quon*, lower courts will continue to wrestle with the parameters of privacy protections in existing and emerging electronic communications devices.

Justice Anthony Kennedy's opinion for the Court assumes that the officers held a reasonable expectation of privacy in their text messages. However, the Court ultimately avoided this question by proceeding with that assumption. Public employers are free to argue in future cases that a public employee does not have an expectation of privacy in electronic communications facilitated with agency resources. The Electronic Privacy Information Center filed an amicus curiae brief urging the Court to adopt "minimization" principles, similar to the minimization technique used in monitoring court-sanctioned wiretaps.

The Supreme Court easily identified a work-related purpose for reading the text messages. The department "had a legitimate interest in ensuring that employees were not being forced to pay out of their own pockets for work-related expenses, or, on the other

hand, that the city was not paying for extensive personal communications."<sup>5</sup> The Court noted that the officers held, at best, only "a limited privacy expectation" in the text messages.<sup>6</sup> Justice John Paul Stevens wrote that Quon "should have understood that all of his work-related actions—including all of his communications on his official pager—were likely to be subject to public and legal scrutiny."<sup>7</sup> The Court held that the search was not excessive in scope because the department did not review the content of messages sent after work hours. Thus, the search was reasonable. Notably, the Court held that the auditing method used by the department did not need to be the least intrusive method available to the department.

### Quon's Impact on Departments

Foremost, *Quon* is an uncomfortable reminder to public employees that privacy rights in the public safety workplace can be limited. Officers must simply assume that electronic communications will leak and they should anticipate the consequences. The Court decision also reminds agencies that they should give advance warning of any monitoring. That gives officers fair notice of the agency expectations. An explicit policy known to all provides legal protection for officers and departments.

Departments should be cautious about a broad reading of the *Quon* decision. The decision does not create new rules for searches of communications delivered through the constantly evolving technology of smart phones and other wireless devices. The Court explicitly pulled the reins against an application of its holding that strays far from the facts of the case. Justice Kennedy wrote, "The Court must proceed with care when considering the whole concept of privacy expectations in communications made on electronic equipment owned by a government employer."<sup>8</sup> Moreover, agencies and officers should explore whether state privacy laws might create different standards. Some states have statutes that require an employer to notify an employee when electronic communications are being monitored.

The *Quon* decision signals that smart phones, text messages, social media websites, blogs, photo-sharing websites, and other electronic messaging systems are fair game for battles over who controls privacy rights for communications posted or sent by public employees using government resources. *Quon* also puts agencies on notice that they must state the agency policy up front, train employees on the policy, and adhere to the policy. Perhaps no better case than the *Quon* decision can be made for the essential agency need for policy-monitoring capability and the ability to quickly and confidently remain aware of developments in this rapidly evolving area of the law.

An agency without a solid policy, backed by constant monitoring, is asking for trouble when it comes time to enforce or defend a privacy policy. Policy issues such as work-related social media, e-mail, and Internet use must change just as quickly as the technology in use. Agencies that do not enjoy the luxury of skilled legal staff assigned to continually monitor and guide agency policy should carefully consider a contract service that monitors changes in the legal and operational arenas, evaluates those changes, and formulates best-practices policy to help manage the agency's risk. One thing is certain—*Quon* is merely the first of many decisions that will shape public employees' privacy rights in cyberspace. ❖

**Notes:**

<sup>1</sup>*City of Ontario, California, et al. v. Jeff Quon et al.*, 2010 WL 2400087 (U.S. June 17, 2010).

<sup>2</sup>*Katz v. United States*, 389 U.S. 347, 351 (1967).

<sup>3</sup>*O'Connor v. Ortega*, 480 U.S. 709 (1987).

<sup>4</sup>*Id.* at 718.

<sup>5</sup>*Ontario*, 2010 WL 2400087 (U.S. June 17, 2010), \_\_\_.

<sup>6</sup>*Id.* 2010 WL 2400087 (U.S. June 17, 2010), \_\_\_.

<sup>7</sup>*Id.* 2010 WL 2400087 (U.S. June 17, 2010), \_\_\_ (Stevens, J., concurring).

<sup>8</sup>*Id.* 2010 WL 2400087 (U.S. June 17, 2010), \_\_\_.

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As a former police chief and life member of IACP, I want to tell you a little bit about my new job. As Director of the Office of National Drug Control Policy, I advise President Obama on drug policy. One of the most important tasks we complete is production of the National Drug Control Strategy (Strategy). The president released the Strategy in May 2010, presenting federal, state, local, and tribal leaders with a blueprint for steps all of us can take to tackle the nation's drug problem. The Strategy was produced after touring the country and listening to law enforcement executives, line officers, narcotics investigators, judges, elected officials, individuals who operate prevention and treatment programs, and individuals in treatment and in recovery from drug abuse.

The Strategy is comprehensive, balanced, and designed to reduce illicit drug use and its harmful consequences. Regardless of where they live, how much money they make, what race they are, and what gender they are, Americans have been impacted by drug abuse. No one knows this more than law enforcement officers. Drug use affects the lives of millions of people. It affects the U.S. health-care system and costs, our military preparedness, and domestic and international law enforcement. It also affects whether children will stay in school and have a chance at becoming tomorrow's leaders.

During my work in developing the Strategy, I recognized that in many ways, we were fighting the problem of drug abuse with one hand tied behind our backs. In the past, policy leaders viewed and dealt with drugs as mainly a criminal justice problem. There was little recognition of drug use as a complex public health and public safety problem. I want to briefly discuss two aspects of this, and then, I want to ask for your help.

The first aspect is prescription drugs. Prescription drug abuse is our nation's fastest-growing drug problem. Many of these drugs are sitting in medicine cabinets and are increasingly being used for diversion and abused by millions of Americans. According to the 2008 National Survey on Drug Use and Health, an estimated 6.2 million people age 12 and older used prescription psychotherapeutic drugs for nonmedical purposes in the month prior to the survey.

Among high school seniors, seven of the most prevalent misused drugs are legitimate drugs used nonmedically, according to data from the 2009 Monitoring the Future Survey, with results taken from table 2, "Trends in Annual Prevalence of Various Drugs in Grades

8, 10 and 12." A recently released Department of Defense study shows that one in four active-duty military personnel reported misusing prescription drugs within the past year. We also have seen dramatic increases in emergency department admissions for treatment of pain-relieving pharmaceutical misuse.

There are several ways we can reduce prescription drug diversion and abuse. First, parents must keep prescription drugs in a secure place. The family medicine cabinet is often where young people find the painkillers and the tranquilizers that they abuse. When it comes to disposing of these drugs, many law enforcement organizations have participated in drug take-back programs following the guidelines of the Drug Enforcement Administration. For example, last year in New Jersey, a statewide coalition of law enforcement, nonprofits, corporate partners, and media sponsored a take-back day that, in just four hours on Saturday, November 14, collected more than 9,000 pounds of medicine.

Prescription drug monitoring programs (PDMPs) can also curb abuse by cutting down on doctor shopping and "pill mills." PDMPs are databases operated at the state level that track prescriptions and their fulfillment, minimizing the potential for individuals to go from doctor to doctor or from pharmacy to pharmacy receiving or filling multiple prescriptions fraudulently.



**R. Gil Kerlikowske**  
 Director, Office of National  
 Drug Control Policy,  
 Washington, D.C.

Thirty-nine states and one U.S. territory have received federal funding to start these programs.

The second aspect is drugged driving. According to the 2007 *National Roadside Survey of Alcohol and Drug Use by Drivers: Drug Results*, conducted by the National Highway Traffic Safety Administration (NHTSA) and released in December 2009, one in eight nighttime drivers tested positive for illegal drugs. Most of those testing positive for an illegal drug tested positive for marijuana, although prescription drugs, barbiturates, and cocaine also were common. And we know from the National Survey on Drug Use and Health that 12 percent of 18- to 25-year olds admitted to driving after taking an illicit drug in the year prior to their interview.

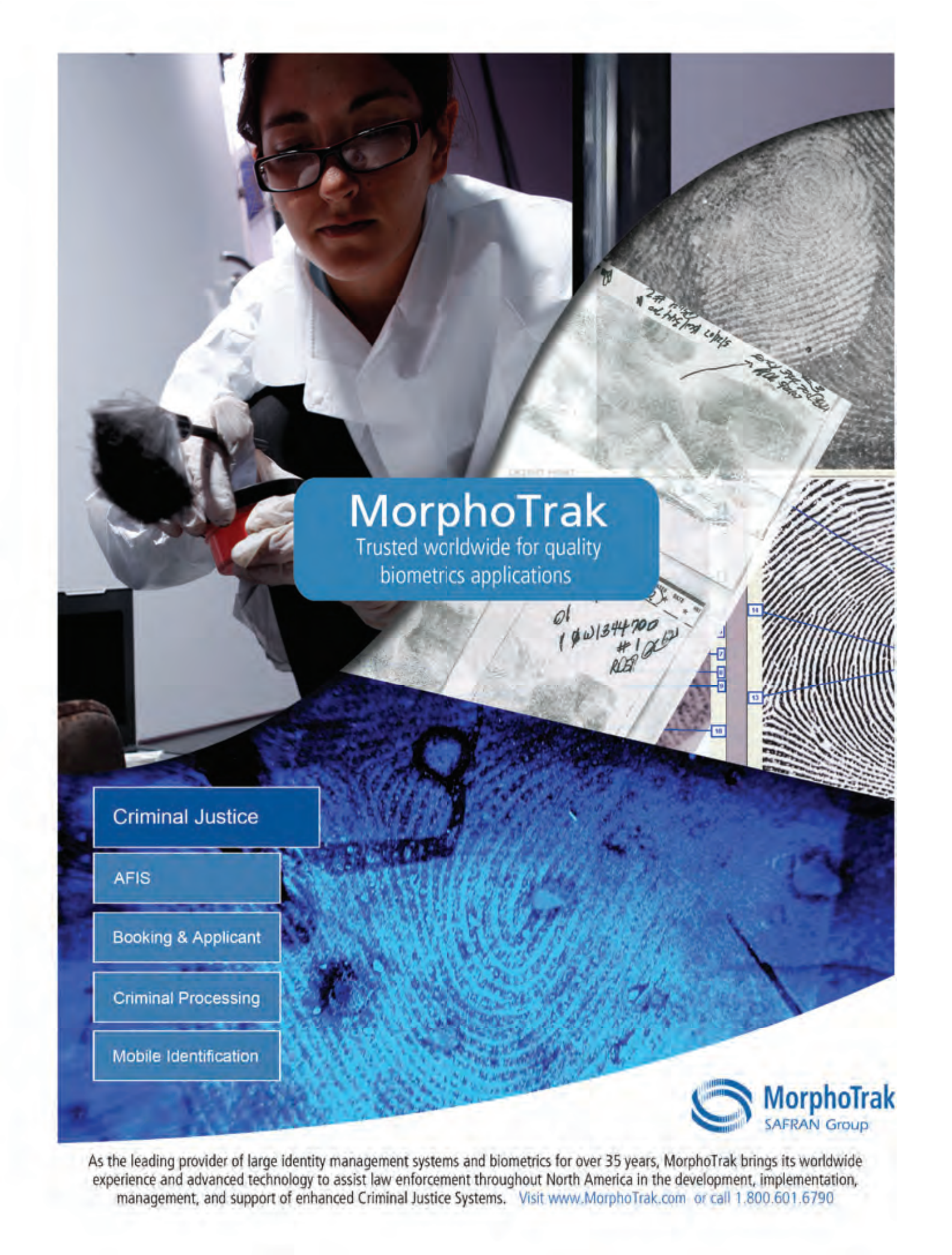
Law enforcement and education have been successful in reducing alcohol-impaired driving, and we must not let up on that effort. But we need to bring more attention to drugged driving. We can save lives by increasing the number of officers who are Drug Recognition Experts through the training they receive in programs funded by NHTSA and managed by the IACP. Currently, just 6,000 officers in the United States have this expertise, according to the certification database. We also need to see that per se laws are in every state to help ensure our roads are safe and that those who drive with drugs in their systems are held responsible and can get the substance-abuse treatment help they need. According to *A State-by-State Analysis of Laws Dealing With Driving Under the Influence of Drugs*, distributed by NHTSA, only 17 states have some sort of per se drugged driving laws in place, which make it a violation to have an illegal drug in one's body while driving. Per se statutes not only help prevent accidents; they can also help to identify individuals with drug problems and in many cases connect them with needed treatment.

Lastly, in bringing this issue to the public's attention, we need a clear and simple message to encourage individuals not to use drugs and drive.

As you well know, we face many challenges in reducing drug use and its consequences. We have no better partners than those in law enforcement when it comes to addressing our national drug problem. By working in a partnership of prevention, law enforcement and treatment professionals have the tools and dedication to improve the lives of all Americans. ❖

*The National Drug Control Strategy is available online at <http://www.whitehousedrugpolicy.gov/strategy>. IACP has not taken a position on the Strategy.*





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*Where do the good ideas come from?*

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



## **Cornell Police Department Creates State-Specific Reports using Spillman**

The Cornell University Police Department is adopting new software from Spillman Technologies to help the agency compile data about campus crimes and access critical information from the field.

Using Spillman's Pin Mapping module, the agency will be able to search for incidents and plot them on an electronic pin map to visually track criminal activity and identify relationships between incidents and suspects.

The new software will also allow the university to meet state and federal crime reporting guidelines by providing them with New York-specific Uniform Crime Reports. The customized reports will enable the agency to capture all

reporting data required by the state, including those data elements and report details that differ from FBI requirements.

"We believe that Spillman will significantly reduce the hours invested in managing software and errant data," said Cornell University Police Department Chief Kathy Zoner. "With the flexibility and reliability of information reporting, our patrols can easily identify crime trends and move proactively to appropriately assign our limited resources. We will be able to see activities on our campus in a way that we have not been able to in the past, and we believe that this information is critical to managing risk and liability."

Using Spillman's State Link module, the department can search information stored by the New York Statewide Police Information Network (NYSPIN) or eJusticeNY without using a separate terminal or browser window. Officers can easily retrieve statewide data on warrants, stolen property, missing people, and more.

Cornell University is located in Ithaca, New York, and employs 51 police officers. The agency will be able to use Spillman's Mobile solution to efficiently operate throughout the 745-acre campus, allowing officers to access critical records data, communicate with agency personnel, and search state and national databases from their vehicle laptops.

The agency is also adopting Spillman's Computer-Aided Dispatch, Fire/EMS, and Resources solutions. When the agency went live with the software in June, it joined more than 800 agencies using Spillman software nationwide, including 21 campus police departments.

Spillman Technologies meets the needs of public safety professionals with an integrated suite of comprehensive software solutions. The software is installed at police, sheriff, communications, fire, and correctional agencies nationwide.

**For more information, visit <http://www.spillman.com>.**

## **Sorenson Forensics Trains Scientist-Police Officers for Nigeria's First Forensic DNA Lab**

Sorenson Forensics announced that it is providing intensive forensic DNA training for Nigerian scientist-police officers at its base in Salt Lake City, Utah, to help prepare these individuals for establishing and operating a law enforcement DNA laboratory in Africa's most populous nation. The Federal Republic of Nigeria police laboratory will be the first DNA forensics facility in Nigeria.

The Nigerian visiting scientists have been working alongside teams of Sorenson Forensics scientists for eight hours a day since January. The Nigerian police officers brought along crime-scene DNA evidence from open Nigerian homicide cases to examine as part of Sorenson Forensics' real-world, hands-on educational approach, and they identified a new suspect in a high-profile cold case.

As part of the training, Sorenson Forensics has arranged for the visiting scientist-police officers to tour a number of established law enforcement facilities, including the FBI's Mountain West computer forensics facility, the Utah State Crime Laboratory, the Cache County Sheriff's Office facilities, and the Unified Police Department facilities in Salt Lake County, Utah.

"We appreciate learning how to use advanced forensic DNA technology from Sorenson Forensics, a highly respected organization among law enforcement agencies worldwide," said Elias Uzoemeka, superintendent of police for the Nigeria Police Force. "Today, Nigeria is experiencing economic growth, which enables us to develop advanced law enforcement tools that promote justice and security for our citizens."

Launched in 2006, Sorenson Forensics has grown rapidly in response to strong demand for advanced DNA identification services from law enforcement agencies throughout the world and from the U.S. legal industry. This Salt Lake City-based company is an inde-



pendent business unit of Sorenson Genomics, which receives and analyzes forensic evidence for DNA testing from more than 100 law enforcement agencies across the country and delivers on-site educational programs that strengthen forensic DNA laboratories. In 2008, Sorenson Forensics set up the first DNA laboratory in Senegal, western Africa, and trained the scientists who operate it.

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

### Chatham-Kent Police Service Deploys Avigilon High Definition Surveillance System

Avigilon, a provider of high-definition and megapixel video surveillance systems, announces that the Chatham-Kent Police Service (CKPS) in Ontario, Canada, has deployed the Avigilon High Definition Surveillance System to boost security at its headquarters and deliver detailed, irrefutable evidence to the court in an effort to more effectively meet disclosure requirements and achieve a higher rate of successful convictions. Using the Avigilon system, police officers can reduce investigation times by 90 percent.

"After careful review and unanimous support from our board, Avigilon was quickly identified as the best surveillance solution to help us improve security on-site and provide the courts with the best evidence possible to successfully meet our disclosure requirements," said CKPS Inspector Tim Mifflin. "Avigilon won based on performance, cost, and ease of operation."

Officers and administrators at the CKPS seamlessly manage the Avigilon High Definition Surveillance System using Avigilon Control Center network video management software (NVMS) with high-definition stream management and 12 Avigilon analog video encoders to improve the performance of its existing 48 analog cameras. The CKPS has also installed two Avigilon high-definition network video recorders (NVR) with automatic failover to store 30 days of continuous surveillance video with greater reliability and redundancy.

Avigilon Control Center software's advanced functionality and superior audio/video synchronization capabilities have dramatically improved the police service's ability to provide solid, high-quality evidence to the court, leading to a higher rate of conviction. Avigilon's rich feature-set and simple management tools have enabled the police service to reduce the time required to manage surveillance, decreasing the time taken to search, play back, identify, and copy video to create a file for court purposes by 90 percent. Configured for automatic failover and full redundancy, the Avigilon High Definition Surveillance System delivers the reliability needed to ensure ongoing surveillance in the high-risk environment at CKPS headquarters, where suspects and prisoners are constantly monitored. ♦

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

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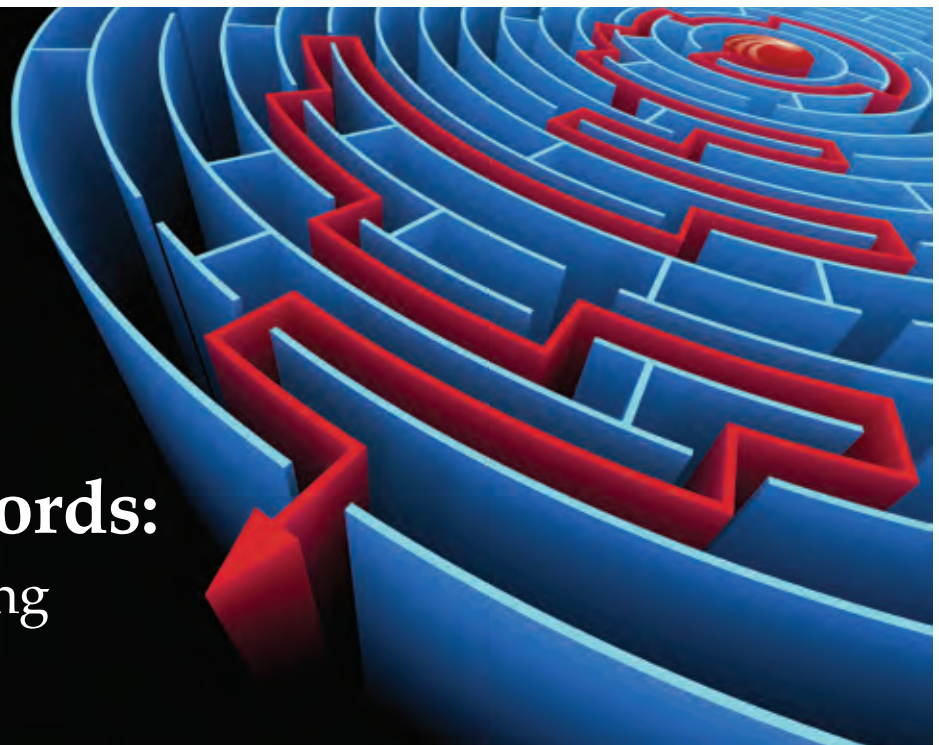
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# The Value of Public Records: Data Driven Policing with LexisNexis®



Public records have always been available for review by law enforcement, though the scope of availability and method of access has greatly changed. Initially, the investigator would travel to or call each source of the public record and request and review the information. It could take days, weeks and possibly months to find the information the investigator was looking for. And even then, synching the records from various sources proved time consuming and fraught with error and inconsistencies. In the late 1970s and early 1980s, public records holders began storing this information electronically and as technology and computers advanced, the aggregation and dissemination of these public records became more readily available and as such, they were leveraged on a more common and frequent basis. Unfortunately, only the investigative divisions of law enforcement agencies recognized the immense value of public records. And, even in some investigative communities, widespread adoption was slow. That is until now.

The last two years have seen a significant increase in the usage and adoption of making public records part of the law enforcement best practices work flow. Agencies all across the United States have leveraged access to public records and their

dissemination through various products to make law enforcement more successful. Ultimately and most importantly, they have made their agencies and the communities they serve safer. When law enforcement decision makers ask themselves “what would a successful year in my agency look like,” most, if not all, will highlight the following: increased officer safety; reduced crime rates; the ability to solve more cases and solve them faster; and improved community relations. By partnering with LexisNexis, utilizing its’ suite of solutions, and integrating those solutions into existing programs and initiatives, agencies will achieve unprecedented success year after year.

➔ **Increased Officer Safety:** Agencies will improve their tactical situational planning and be better prepared to execute a search with public records access. Agencies can immediately identify all current listed occupants of a residence or multi-dwelling. Relatives and associates can be identified along with other non-obvious relationships.

➔ **Crime Reduction:** Agencies will achieve earlier apprehensions on serial offenders through the use of public records. When considering serial offender crimes such as burglary, robbery, auto larceny and sex offenses, early identifications lead to early apprehensions, which lead to patterns

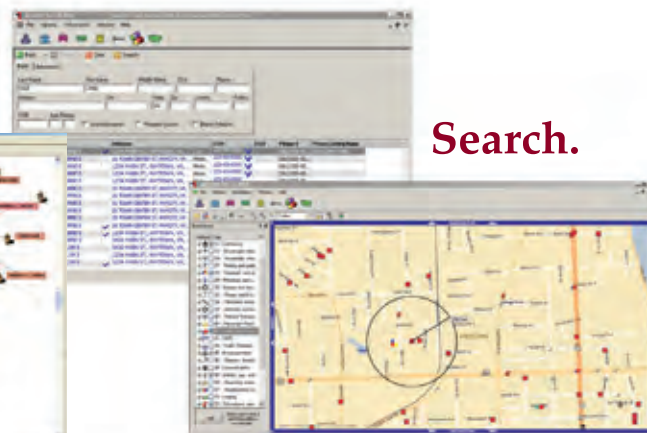
interrupted. When a large number of crimes are committed by a small number of people, patterns can be interrupted 20% sooner and could help an agency achieve crime reductions of 10% or more. In addition, agencies partnering with LexisNexis are experiencing verified results through the use of public records for monitoring and tracking sex offenders for their SMART programs.

➔ **Increase Efficiency and Productivity:** Agencies will achieve greater efficiency and productivity when public records are integrated into their workflow. By conducting immediate, station-based research, investigators can more accurately identify viable locations for inquiries and interviews and identify best addresses sooner on hard to locate individuals. Less wasted field work on lower priority events equates to more attention to higher priority (and higher visibility) investigations. In addition, imagine the increase of efficiencies and productivity that can be attained when an alerting and monitoring system is implemented. A single monitoring program established for the hardest-to-locate subjects can perform the work of dozens of investigators or analysts. The average “Investigator/Analyst to Case Ratio” can easily increase up to 25% when working in this manner.

### Analyze.



### Search.



### Locate.

*Arm yourself with knowledge: using public records saves time, money and most importantly lives.*

➔ **Increase and Expedite Case Clearance Rates:** Agencies will achieve higher case clearance rates in a shorter amount of time through the use of public records. Simple searches with sophisticated query algorithms can turn “unknowns” into identified subjects on a more regular basis. Subscriber information on cell phones and landlines and early identifications of relatives and associates bring cases to closure much sooner. Agencies have experienced case closure rates increasing by 15%.

➔ **Improved Community Relations:** Agencies will achieve a greater connection with businesses and individual community members when they utilize public records internally. When an agency uses comprehensive background screening practices, it hires the best candidates, and builds an organization of high integrity and community trust increases. In addition, more informed contact and less unnecessary confrontational situations with the community build on that desired trust. And, when problems are solved, improved community relations result.

➔ **Intelligence Led Policing:** Agencies will begin to police in a more-forward manner when they couple public

records with analytical trends and data. When agencies utilize LexisNexis’ public records in tandem with their own internal proprietary data, better decisions can be made regarding deployment of tactical and investigative resources directed at the correct targets. Industry leading entity resolution utilizing the LexisNexis patented Link ID™ capabilities ensures the correct targets are identified. Where is the next robbery going to occur? Who is the next person likely to re-offend? Predictive modeling and intelligence led policing, fueled by public records, will help to answer those questions.

➔ **Asset Location and Seizure:** Agencies will achieve direct financial benefits from the use of public records in the identification and recovery of criminal assets. Law Enforcement agencies which have utilized public records to tie offenders of organized crime to assets and locations, have recovered enormous amounts of property, vehicles, watercraft and cash. In the course of bringing down just one narcotics organization, an agency in Northern Florida seized enough cash to fund their public records access for multiple years.

### About LexisNexis® Advanced Government Solutions

LexisNexis Advanced Government Solutions has been supplying Law Enforcement agencies with public records data for over twenty years. Currently, that data exceeds billions of records from thousands of sources on hundreds of millions of people. We have a team of innovative engineers working with experienced law enforcement professionals to continuously improve our suite of solutions to help make law enforcement executives and their agencies reduce crime, improve officer safety, expedite and increase case clearance rates and increase efficiencies and productivity. We know of no other technology or data solution available to law enforcement which can deliver these results with a faster implementation cycle and with a greater return on investment. We are excited about fostering our current partnerships and look forward to forging new ones.

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# 8th IACP South American Executive Policing Conference

**By Michel Buekens, Naval Criminal Investigative Service (NCIS), Fellow to the IACP; and Elena María Lower, Administrative Assistant, International Policing Division, IACP**

In early June, law enforcement executives in the state of Santa Catarina, Brazil, welcomed the IACP to its 8th South American Executive Policing conference in Florianópolis, the state capital. The conference, one of a series of successful international conferences in that region, focused on Police and Society: Working Together for Public Safety. As in the past, the conference was well attended, attracting more than 500 police officials from various nations, including Brazil, Ecuador, several Caribbean countries, and the United States.

One major component to the conference is the accompanying trade fair. Together with trade fair and event organizer Fagga Eventos, the IACP creates a first-class exposition, known for the past 10 years as INTERSEG. This robust show usually features between 100 and 125 well-known companies that provide equipment and services to the law enforcement community. INTERSEG is now the largest trade fair of its kind in South America, attended this year by nearly 6,000 people.

The IACP has spent more than a decade improving relations not only in the conference host country, but also with the national police agencies of the region. Rio de Janeiro, Brasília, and Belo Horizonte are among the past conference locations in Brazil. Because of this strong history, the Brazilian Police unites its major councils under the auspices of the IACP conference, resulting in a central meeting place for senior law enforcement officials. Among the councils that were able to hold simultaneous meetings were the National College of Public Security Secretaries (CONSESP); the National Council of the General Commanders of Military Police Forces and Fire Departments (CONCPC); the Regional Superintendents of the Federal Highway Police Departments; the Brazilian Forensic Bodies Head Officers; and the Regional Leads of the Brazilian Federal Police.

The conference was hosted by the governor of the state of Santa Catarina, Leonel Arcângelo Pavan; and the secretary of public safety for Santa Catarina, André Mendes da Silveira. In support of the organization and its efforts, Governor Pavan visited the conference and delivered remarks during the opening ceremony, stressing the importance of law enforcement in Brazil and in the world. Secretary da Silveira further highlighted the importance of the conference in stating that “this conference has established itself as one of the most well-known events in public safety.”

It was also on this occasion that the IACP marked the official welcoming of the new World Regional Office (WRO) Chair for the South America region. After years of faithful and dedicated service, past WRO Chair Luiz Fernando Corrêa, currently director general of the Brazilian Federal Police, resigned effective May 1, 2010. Director General Corrêa is succeeded by José Ricardo Botelho, director of international cooperation for the Brazilian Federal Police.

Thanks to the hard work of conference organizers under the direction of organization committee chair César Amorim Krieger, special advisor to the Secretary for Public Safety in the state of Santa Catarina, the plenary sessions, panels, and workshops focused on the aforementioned theme and featured both domestic and international speakers. The conference included panels on Police, Society, and Public Safety; Intelligence Actions for Large Events; Citizenship and Safety; and Urban Criminality and Effective Combating Practices.

Two IACP sections also met at this conference. The International Managers of Police Academy and College Training (IMPACT) Section presented a workshop on Police Education in the Academies. The Law Enforcement Information Management (LEIM) Section presented a workshop on Information Technology and Public Security. All events received positive feedback from participants and allowed for



*Speakers at the 8th IACP South American Executive Policing Conference were, from left, Colonel João Carlos Trindade Lopes, commander of the Rio Grande do Sul Military Police Brigade; Michael Carroll, president of the IACP; Ricardo Balestreri, national secretary of public safety for Brazil; José Ricardo P. Botelho, IACP South American WRO chair and director of the International Cooperation Division; and César Amorim Kriger, special advisor to the secretary for public safety for the state of Santa Catarina and conference organizing committee chair.*

constructive and productive exchanges between the speakers and their audiences. Events such as these serve the mission of the IACP and allow sharing best practices among police executives.

Along with other IACP board members, IACP President Michael Carroll attended the conference. In his speech at the opening of the plenary sessions, he stated that “the conference provides all with a unique opportunity to learn from each other and to gain new perspectives about protecting the public; but we must also be concerned about protecting our most important resource, which is our officers—the men and women who work with the citizenry every day.”

President Carroll and IACP DuPont representative Marcie E. Manique recognized two Brazilian police officers, Officer Luis Manoel da Silva and Officer Evandro Arent Borges, who by virtue of wearing their protective vests avoided disability or death. The IACP/DuPont™ Kevlar Survivors’ Club not only recognizes saves made by the wearing of vests, but also promotes leadership responsibility to protect its officers by establishing vest policies and making the lifesaving equipment available. As such, Military Police Brigade Commander Colonel Luis da Silva Maciel was also recognized for his leadership.

Each year, international conference hosts volunteer to help the IACP International Policing Division prepare for IACP international conferences and welcome attending IACP membership. These meetings are made possible by organization funding, supplemented by sponsorship fees, exhibitor fees, and registration fees. Interested chiefs or national police leaders who would like to explore the possibility of hosting an IACP international conference should contact IACP International Policing Division Director Paul E. Santiago at [santiago@theiacp.org](mailto:santiago@theiacp.org). ♦





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**Exposition:**

Sunday, October 24, through  
Tuesday, October 26, 2010  
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October 23-27, 2010 Orlando, Florida





## International Delegates

There will be a separate registration desk for all international delegates who have registered in advance or who are registering on-site. At this special international booth located near the registration area, delegates can pick up translation receivers and invitations to special functions or relax with their peers in a hospitality room. Translation of the opening ceremonies, general assemblies, and selected workshops will be provided in Spanish, Portuguese, and French. Visit the international booth for details of the specialized events for IACP international members.

## ORLANDO, FLORIDA

### Special Registration Categories

#### First-Time Attendees

IACP members attending IACP 2010 for the first time can take advantage of a special discounted rate of 20 percent off the IACP member registration rate. Join the thousands of law enforcement personnel in attendance each year and take advantage of this unique opportunity to learn and network.

#### Department Purchasing Agents

Members can preregister their departments' purchasing agents for complimentary passes to the exhibit hall. To qualify for a complimentary three-day law enforcement exposition-only pass, the purchasing agent must work for the government or a law enforcement agency. This includes sworn and nonsworn employees working for the local, state, or federal government.

#### Police Officer Registration

Members are encouraged to have first-line and midlevel supervisors register for a complimentary exhibit hall pass. The pass allows personnel entry into the exhibit hall to see firsthand all of the cutting-edge products and services available to the law enforcement community. In this way, chiefs can attend workshops and events while their nonexecutive law enforcement personnel examine products and services they may want to use.

#### Public Safety Personnel Exhibit Pass

First responders from police, sheriff, emergency medical services, fire, and hazmat organizations, as well as park rangers and the armed forces, can register for complimentary access to the exhibit hall.







## Registration

IACP 2010 will convene Saturday, October 23, through Wednesday, October 27, 2010, at the Orange County Convention Center, 9860 Universal Boulevard, Florida USA.

IACP 2010 is a working conference that provides law enforcement professionals opportunities to

- attend informative workshops;
- network with high-ranking officials, experts, and peers; and
- examine the latest in technological developments.

This Insider's Guide provides useful information and tips for planning your conference experience. To remain updated about the events at the conference, visit the IACP 2010 website at <http://www.theiacpconference.org>.

Updates are posted frequently.

**Online Registration:** Members can register online for IACP 2010 by visiting <http://www.theiacpconference.org>. The top navigation bar will guide you to the online registration process.

**On-Site Registration:** IACP 2010 on-site registration opens at 1:00 p.m. on Friday, October 22, and continues until 12:00 noon on Wednesday, October 27, at the Orange County Convention Center.

**Conference Badges:** Members who have preregistered for IACP 2010 can simply scan the bar code through the reader and present their photo identification to pick up their conference credentials, badge holders, and appropriate event ribbons at the convention center. Attendees registering on-site will receive their con-

ference credentials at the Orange County Convention Center.

## Hotel Room Reservations

Using the official IACP housing bureau, Travel Planners Incorporated, is the easiest, most flexible, and time-saving way to make hotel reservations for the conference. As with all conference and business travel, reservations require a first night's deposit payable by credit card or check. Reserve your hotel room in one of the following ways:

- Call Travel Planners Incorporated toll-free in the United States at 1-877-IACP-123 or call from outside the United States at 1-212-532-1660.
- Book online at <http://www.theiacpconference.org>.

## Packing for the Conference

Most official IACP 2010 events will be held indoors, and bus transportation will be provided to all conference-wide events. Here's what to bring:

- Business-casual attire for conference activities
- Comfortable walking shoes—the convention center is large, and you will want to see everything
- Comfortable and casual clothing for the IACP's Host Chief's Night at Universal Studios—jeans and tennis shoes as well as a light jacket are appropriate
- Business suit and tie (or tuxedo) for the black-tie-optional annual banquet
- Your official police uniform for Uniform Day (cap or hat optional; carrying weapons is discouraged)

## Getting Around

The IACP provides continuous complimentary shuttle bus service throughout the conference. Buses will run from Saturday morning, October 23, through Wednesday, October 27, 2010. Buses will pick up attendees from conference hotels and drop them off at the entrance to the convention center. Signs at the hotels indicate where and when to catch the shuttle along with hours and schedule.

## Planning Your Schedule

Plan your conference schedule throughout the coming weeks by visiting the IACP 2010 website at <http://www.theiacpconference.org>. The conference program is available online, and you can use our conference planner to save information and build your personalized schedule.

## IACP 2010 Is Going Mobile!

Access IACP 2010 on your Internet-enabled smartphone and hand-held device before, during, and after the conference. Your Workshops Itinerary and Expo Plan are automatically synced between the online and mobile portals in real time. No downloading required.

## 2010 General Assemblies

**Opening Ceremony:** On Saturday, October 23, from 4:00 p.m. to 5:00 p.m., the Orlando Police Department, along with city and state dignitaries, will welcome IACP members to IACP 2010 with music and a colorful display of police ceremonial pageantry. The opening ceremony and all keynote addresses during the conference will be held in the Valencia Ballroom of the Orange County Convention Center.

**Ribbon Cutting:** Help the IACP officially open the exposition on Sunday, October 24, at 9:45 a.m. by participating in the ribbon-cutting ceremony in front of the exhibit hall.

**Uniform Day—First General Assembly:** On Monday, October 25, at 10:00 a.m., be part of the IACP's visual display of uniforms from around the world. All police officials are asked to wear their department uniforms. Caps and hats are optional. There is no need to carry firearms or weapons.

**Second General Assembly:** Be sure to attend this event on Tuesday, October 26, 10:00 a.m. Both general assemblies feature keynote addresses from top law enforcement officials from around the world. These general assemblies also feature major announcements and speeches geared to the IACP audience.

**Business Meeting:** The opening ceremony and the first general assembly are

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designated as the official business sessions. The opening ceremony will include the Memorial Committee report of the IACP members who passed away since the last conference, and the first general assembly will feature remarks by candidates for office. Additionally, there will be a business session on Wednesday, October 27, from 9:30 a.m. to 11:00 a.m., which features discussion of the interests of the association, consideration of proposed resolutions, and various reports from the leadership.

**Annual Banquet:** During the banquet on Wednesday, October 27, from 7:00 p.m. to 11:00 p.m., the association will officially recognize the work of the host chief and the Orlando Police Department. Entertainment follows the official program.

### Education

The educational sessions feature expert instructors and experienced police executives who discuss important issues facing law enforcement leaders. Audience participation is strongly encouraged to provide insight from different circumstances and regions around the world.

Workshops are divided into eleven tracks; you can attend workshops from just one track or design your own educational program by attending workshops in various tracks (a partial list of workshops is found

at the end of this guide). Certificates of attendance for the workshops, which many attendees use for continuing education credits within their departments, will be available on-site and by e-mail to members after the conference.

**Chief Executive Track:** As the primary and largest track held at the annual IACP conference, the Chief Executive Track focuses on the most pressing problems currently facing police chiefs and provides opportunities for fine-tuning individual



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leadership skills. The program begins the morning of Saturday, October 23, and ends the afternoon of Wednesday, October 27.

**Foundation Track:** This track relates how a police foundation can be a powerful and effective tool in your community. From starting a foundation to keeping it running smoothly, the Foundation Track will answer your questions.

**IACP Programs and Research Track:** This track highlights programs and research available through the IACP that help attendees convert policy-level information into action plans for their departments. The track focuses on helping participants utilize IACP

resources to deal with pressing law enforcement issues.

**IMPACT Track:** The International Managers of Police Academy and College Training (IMPACT) Section's goal is to facilitate the exchange of ideas and procedures for the effective coordination of education and training within police agencies.

**Legal Officers Section Track:** This track focuses on updating police executives and legal advisors on current legal practices and trends. Concise presentations explain complex legal issues in an accessible way for participants.

**Police Physicians Section Track:** This track emphasizes several topics, including communication between police executives and police medical practitioners; assisting the IACP in implementing effective police essential practices; and promoting other essential mutual interests, professional standards, and relationships among police medical practitioners. Sessions will be of interest to both physicians and police professionals. Physicians attending this track will be eligible for continuing education credits.

**Psychological Services Section Track:** The Psychological Services Section of the IACP acts as a resource to the association on psychology-related issues such as assessment, counseling, and operational assistance. Sessions will be of interest to both mental health and police professionals. Psychologists attending this track will be eligible for continuing education credits.

**Public Information Officer Section Track:** This track provides continuing education to the section membership and holds sessions of value to public information officers. All attendees are encouraged to refine their public presentation skills by attending these sessions.

**Orlando Police Department Track:** This track highlights the programs and achievements of the host police department. The ideas and programs shared are transferable to other agencies, regardless of size or population served.

**Smaller Agency Track:** Since 2001, the Smaller Agency Technical Assistance Program has presented a training track during the annual IACP conference. These sessions focus on practical solutions to the unique challenges facing the smaller-agency executive. They highlight innovation, best practices, and suggested resources in a relaxed, collegial environment.

**Technology and Information-Sharing Track:** Formerly known as the Technology Institute Track, the Technology and Information-Sharing Track brings together law enforcement practitioners to improve the exchange of information to allow for greater system interoperability within and across jurisdictional boundaries. This series of workshops establishes a peer-to-peer forum that seeks to improve the technical and information-sharing capabilities of the law enforcement community.

## Education Tips

Plan ahead. Maximize your educational experience at the conference by identifying opportunities that address specific personal or agency needs. Details about the educational sessions are available on the IACP 2010 website.

- Visit <http://www.theiacpconference.org>.
- Click on the "Education/Meetings" tab on the top navigation bar to search for

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## Policing News to Be Broadcast on IACPtv in Orlando

IACPtv is an exciting venture that will raise the visibility of IACP members' integrity and hard work and will bring key issues behind IACP 2010 to life. Each day of the conference, a new news program will be produced that includes daily "behind-the-scenes" interviews, coverage of conference events, and reactions to the day from attending delegates. Also included in each day's programming will be feature segments, filmed prior to the conference, showcasing police work and best practices from IACP's membership worldwide and enabling the program to go "on location" around the world from Orlando.

There will be an IACPtv news desk at the conference, so keep an eye out for the IACPtv reporter and make sure you watch the dedicated IACPtv news channel in your hotel room!

For information about IACPtv, please contact Charles Higginbotham at [higginboth@theiacp.org](mailto:higginboth@theiacp.org) or Mark Rose at [mark@websedge.com](mailto:mark@websedge.com).

workshops, committee/section/division meetings, and networking events. Create a favorites list and either print it out or access it during IACP 2010 via your smartphone.

- View the descriptions of workshops and biographical information about speakers.
- Coordinate schedules with colleagues attending from your agency or nearby agencies to make sure you can attend the greatest number of workshops. You may wish to attend the workshops together for further discussion back home, or you may wish to split up the workshops and then review the points with your colleagues.

### Networking

The conference provides unmatched opportunities for networking with colleagues from similar departments who may have solutions to the law enforcement problems others are facing. Many of the networking opportunities sponsored by companies and listed on the IACP 2010 website are "by invitation only"; that means that the sponsor needs to provide a count of persons coming to the event. To obtain an invitation, simply visit the company's exhibit in the exhibit hall. An invitation will be happily provided.

### Networking Tips

- Bring plenty of business cards.
- Check meeting and reception times to meet with like-minded professionals.
- Talk to the hosts at receptions, who are national policy makers and corporate chief executive officers.
- Remember: Speakers, officials, and peers are attending the same events to meet and talk with you.
- Visit state hospitality suites to socialize and discuss crucial issues with peers.
- Write down contact information for every new acquaintance. When you return home, enter the information into your contact list.
- Send to each new acquaintance a note, along with an agency patch or pin, to solidify your relationship.

### Companions

Companions are a welcome part of the annual conference, and they will no doubt enjoy Orlando. To ensure the most enjoyable experience for companions, share information with them about the area and the conference, including this Insider's Guide.

Be sure to register companions if they want to participate in the conference. The companion badge allows companions to access the following:

- All areas in the convention center open to delegates
- The opening ceremony
- The general assemblies
- The exhibit hall
- Workshops
- Receptions and hospitality events
- The IACP's Host Chief's Night
- The shuttle bus service

Companions will find that the convention center is a convenient spot to pick up a souvenir, use the Internet café to stay in touch with home and work, meet and network with new and old friends, relax between events and activities, and make dinner reservations. Additionally, the Orlando Police Department has scheduled events for companions. Visit <http://www.theiacpconference.org> for more information and to register.

### Orlando: A Quick Guide

Orlando, located in central Florida, offers outdoor and urban recreational opportunities, as well as access to various theme parks and tourist attractions. IACP visitors can choose from an array of activities in which to participate between conference sessions and will likely be unencumbered by the weather—average Orlando temperatures in October range from highs in the mid-80s to lows in the mid-60s (degrees Fahrenheit).

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More than 1.9 million people reside in Greater Orlando, which consists of Orange, Osceola, Seminole and Lake counties. In all, Greater Orlando encompasses 2.6 million acres of lake-filled land. Orlando houses or provides quick access to numerous theme parks, including Disney World, Universal Studios, SeaWorld, and Wet 'n Wild, as well as sports facilities, restaurants, shopping areas, spas, and cultural and historical attractions.

Orlando's outdoor recreational offerings include swimming, boating, water skiing, and fishing in the area's more than 2,000 lakes, springs, and rivers. The region has myriad fitness trails for biking, walking, or roller blading, and visitors can participate in hang gliding, indoor rock climbing, hot-air balloon rides, snorkeling, scuba diving, and horse riding. Orlando's 176 golf courses range in design from links-style layouts reminiscent of Scotland to lake-strewn, narrow designs; other golf offerings include PGA tournaments, golf classes and academies, pro shops, and practice facilities. Spectator sports activities in October include preseason games for the Orlando Magic, and University of Central Florida (UCF) football games.

Some popular tours and programs include museum hopping and a scenic boat tour in Winter Park; a guided tour through Harry P. Leu Gardens; an interactive presentation about colonial-era Florida shipwrecks from which archeologists actively retrieve remains; and customized cooking classes at area culinary schools and restaurants. For shopping, Orlando has options from the high end (Gucci bags and Tiffany diamonds) to the thrifty (outlet stores and secondhand shops). The area houses nine regional shopping malls.

In Orlando's downtown area, International Drive offers more than 100 hotels and resorts and more than 150 restaurants catering to various budgets. Downtown also contains Lake Eola Park, where visitors can stroll on the sidewalk loop around the lake that houses nine species of swans. Nightlife options include a large number of bars, dance clubs, pubs, and entertainment complexes in Universal Citywalk, Downtown Disney/Pleasure Island, and International Drive.


There are also art and culture opportunities. The Charles Hosmer Morse Museum of American Art in Winter Park and the Orlando Museum of Art are popular attractions, and entertainment options include the Orlando Opera, Orlando Ballet, Orlando Shakespeare Theater in Partnership with UCF, the Bach Festival Society, Orlando



## Orlando Fun Facts

- Orlando's history dates back to 1838, when the United States Army built Fort Gatlin in an effort to prevent Indian attacks on area settlers.
- *Lethal Weapon 3* was filmed in part in Orlando, and the explosion of a building in the opening scene was real—the movie's producer paid the city \$165,000 to blow up its old city hall. The domed building featured behind the explosion in the movie is the current city hall building. Bill Frederick, the mayor of Orlando at the time, played the police officer who said "Bravo!" to characters Murtaugh and Riggs after the explosion.
- Some approach procedures that aircrafts follow into their arrival at Orlando International Airport are named CWRLD ONE, COSTR ONE, PIGLT ONE, MINEE TWO, and GOOFY FIVE.
- The Kennedy Space Center's Vehicle Assembly Building is the largest building in the world in terms of internal volume. Its ceiling is so high (525 feet) that rain clouds can form inside the structure.
- While the official branding name of Orlando is "The City Beautiful," many locals call it by the nickname "O-Town."
- Central Florida has the largest population of bald eagles in the continental United States.


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Philharmonic Orchestra, SunTrust Broadway Across America series, and several professional and community theatre companies. Children often enjoy educational offerings like the Orlando Science Center and the Orange County Regional History Center, a Smithsonian Institution affiliate. The area also hosts various other concerts, performances, and festivals.

Orlando also offers numerous restaurants by celebrity chefs. These include Food Network personality Emeril Lagasse's two restaurants at Universal Orlando, cookbook author Norman Van Aken's restaurant at the Ritz-Carlton Orlando, and restaurants at Walt Disney World by television chefs and authors Wolfgang Puck, Todd English, Roy Yamaguchi, and Cat Cora. The Orlando area also

has restaurants owned by film, music, and sports celebrities, including B.B. King's Blue Club at Pointe Orlando, Jimmy Buffett's Margaritaville at Universal CityWalk, and Gloria and Emilio Estefan's Bongo's Cuban Café at Downtown Disney.

To find out more, visit these various websites that provide information on local activities, transportation tips, and restaurant guides:

- <http://www.orlandomeeting.com>
- <http://www.visitorlando.com>
- <http://www.orlandoinfo.com>
- <http://www.orlandotouristinformationbureau.com>

## The Fun Side of the Conference

### IACP's Host Chief's Night at Universal Studios

The 2010 IACP's Host Chief's Night will provide participants a chance to experience one of the area's—and the world's—top theme parks: Universal Studios. Attendees will have exclusive access to the park for the evening. Please note the IACP Host Chief's Night does not include access to The Wizarding World of Harry Potter because that attraction is in a separate theme park, Universal's Island of Adventures.

**When:** Monday, October 25, 7:00–11:00 p.m.

**Entertainment:** At Universal Studios, the most popular movie- and television-based theme park in the world, visitors can go behind the scenes, beyond the screen, and become the stars of some of the greatest movies and television shows ever made.

This real, working film- and television-production facility houses an array of rides, shows, movie sets, and attractions that puts visitors right in the picture. Universal Studios also offers themed dining and shopping and a variety of exciting special events, and visitors may even catch a film crew at work on the backlot.

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**Companions:** All persons, including companions of members, must have full-conference registration with an IACP's Host Chief's Night ticket to be admitted to the event. Companions attending the event should register for the conference; the registration cost is \$100 and includes the ticket. Since the value of the Host Chief's Night ticket is much more than \$100 (theme park access alone is \$79 per person), and considering all the benefits provided to the companions (see page 32), this is a deal you cannot afford to miss.

**Transportation:** Transportation will be provided to and from official conference hotels and Universal Studios. Tickets are included in the full-conference registration.

**What to Wear:** Be comfortable and casual. Jeans, tennis shoes, and a light jacket are appropriate.

### Chiefs Motorcycle Ride

Join Orlando Police Department Chief Val Demings on a motorcycle ride along canopy back roads of Central Florida. A continental breakfast will be served before the ride, and lunch will be provided en route. The ride will benefit Central Florida Crimeline.

**When:** Saturday, October 23. The ride will begin at 7:30 a.m.

**Registration:** Limited to 150 participants. The registration fee is \$35 and bike rentals are available through Orlando Harley-Davidson for \$99. For more information and to register, visit <http://www.theiacpconference.org>.

### Florida Special Olympics 5K Race

Runners can participate in a 5K Race (3.1 miles) that benefits the Florida Special Olympics. The course weaves through Universal Studios and Universal Islands of Adventure theme parks. Transportation is provided from conference hotels, and awards will be presented at the end of the race.

**When:** Check-in starts at 6:00 a.m. on Sunday, October 24, and the race start time is 7:00 a.m.

**Registration:** See page 26 for more information or visit <http://www.theiacpconference.org> to register online. Race packets can be picked up in the registration area of the convention center.

### Golf Tournament at Walt Disney World

Participants can enjoy the Walt Disney World Palm and Magnolia golf courses during a conference golf tournament. Play is in a four-person scramble format, and prizes will be awarded.

**When:** Sunday, October 24, starting at 8:00 a.m.

**Where:** Disney's Magnolia Golf Course near Disney's Polynesian Resort is named for the abundance of fragrant magnolia trees situated around (and sometimes strategically placed within) the green. The course design uses the area's natural features to enhance the beauty of the rolling greens and sparkling water hazards and features wide fairways dotted with 97 bunkers. The course received a four-star rating by *Golf Digest* and is home to the final rounds of the Children's Miracle Network Classic.

Experience the natural beauty of the Florida woodlands at Disney's Palm Golf Course. This majestic course is both a pleasure to play, as well as an exciting test of skill. Golfers will appreciate the course design, which features shimmering lakes and tropical sands, all across a golf landscape that's dotted with strategically placed palm trees.

**Registration:** The cost is \$160 per golfer and includes a continental breakfast and Italian lunch buffet. If needed, golf clubs can be rented for \$25. Transportation is provided from the Orange County Convention Center. See page 126 for more information and how to register.

### Annual Banquet

The annual banquet is a separately ticketed event that features live entertainment, a meal, and an official program that includes the formal swearing-in ceremony of the IACP president and board of officers.

**When:** Wednesday, October 27, 7:00–11:00 p.m. The banquet starts with a reception at 6:00 p.m., and all persons should be seated for dinner by 7:00 p.m.

**Where:** The banquet location is the Peabody Hotel. Complimentary bus transportation from conference hotels to the banquet is included in the ticket price.

**Dress:** The annual banquet is a black-tie-optional event (business suits are appropriate). Women tend to dress in evening attire or cocktail dresses.

**Entertainment:** The banquet will feature the local Orlando band Funhouse Extreme.

**Tickets:** Banquet tickets, sold separately for \$75 each, include bus transportation from conference hotels, the meal, the program, and the entertainment. Tickets are sold on a first-come, first-served basis and are limited. To order tickets, visit the IACP 2010 website at <http://www.theiacpconference.org>, or call the ticket coordinator at 1-800-THE-IACP, extension 392.

## Law Enforcement Education and Technology Exposition

Make the most of your time in the world's largest law enforcement education and technology exposition by planning your schedule. Bring your department's purchasing agent and other officers from the department to help examine the new products and technology. To help you locate the items and companies you need to see, aside from the general exhibits, the hall is divided into six pavilions:

- Vehicles & Accessories
- Personal Equipment
- Communications/IT
- Weapons & Tactical/Protective Equipment
- Administration & Training
- Forensic/Investigations

A map of the exhibit hall and a separate program listing of the exhibiting companies and their booth numbers will be provided on-site. They are available before the conference on the IACP 2010 website at <http://www.theiacpconference.org>.

### Exposition Tips

**Before the Conference:** Following these preconference suggestions will help make your visit to the exhibit hall enjoyable and productive:

- Review the list of exhibitors at <http://www.theiacpconference.org>.
- Determine your needs and list the items you should examine.
- Build your own itinerary using the website.
- Refer to the advertisements in *Police Chief* magazine.
- Decide if anyone will accompany you (buyer or other department personnel).

**At the Conference:** Once you arrive at the conference, bear in mind these helpful suggestions:

- Review the Exposition Official Show Floor Plan to determine if any last-minute changes have occurred.
- Plan to take two trips through the exhibit hall. The first trip is to locate the vendors you have identified in advance and to identify new exhibitors that you want to spend time visiting. On your second trip, you can actually meet with exhibitors and collect product literature.
- Mark the spot where you stopped on your map if you leave the exhibit hall before completing the circuit, so you'll know where to start again.
- Allow the exhibitors to scan your nametag for their lead retrieval database, which will expedite information gathering at the booths.

- Make the most of the face-to-face meeting. Discuss your needs with the exhibitors; if they cannot help you they may be able to direct you to those individuals who can.
- Plan to carry a lot of product literature with you. The exhibitor materials are important, and they may be useful in the future.
- Schedule a demonstration or arrange for a bid to evaluate products back home.
- Allow time to discover new products and services at exhibits that are not on your list of must-see exhibitors.

**After the Conference:** You will want to implement ideas and share what you have learned at the conference with your staff and colleagues. Here are some tips:

- Pass along the information you received from educational sessions.
- Pass along the exhibit information.
- Share with others how the conference helped you as a law enforcement executive.

### Conference Workshops

To review all of the educational programs at the annual conference, visit <http://www.theiacpconference.org>. Once on the conference site, select the Education/Meetings tab from the top menu. Workshops are updated regularly, and dates and times are subject to change. Visit the site to read the descriptions, review the presenters, and create a list of your favorites so you can plan your schedule.

### Chief Executive Track

The following list offers a sample of topics covered in actual sessions planned for the Chief Executive Track, the primary and largest educational track at the conference.

- 21st Century Policing: Technology as a Driver of Predictive Policing
- A Comprehensive Approach to Staff Development
- Achieving Interoperability in Critical IT and Communication Systems
- Achieving Trust from Your Officers and the Community through Creating Cultures of Integrity
- Across State Lines: Jane Doe No More
- Big Ideas Fit All Sizes—Revisiting Foot Patrol, Leading Collaboration, and Working the Plan
- Chiefs Awareness Needs for Financial Planning
- Communications: A Crime-Fighting Tool at the Prince George's County (Maryland) Police Department
- Community Policing: The Next Generation
- Dedicated Human Source Development Unit
- Developing an Effective Indian Country Relationship
- Domestic Violence: Assessing Risk, Enhancing Safety, and Deploying Resources
- Fort Hood Attack—Endangerment by Failing to Act
- From Kandahar to Kansas—Addressing the Domestic Threat from Homemade Explosives and IEDs
- Fusion Centers: What They Can Do for Your Agency
- Get the Facts: CALEA Accreditation
- Heroin Threat: No Longer an Inner-City Problem
- How to Train Officers That Police Chiefs Desire and Citizens Deserve
- Human Factors in Law Enforcement
- Impact of Prison Gang Trends on Local Crime
- Intelligence-Led Policing: 21st Century Policing for Rural Police Executives
- International Multijurisdictional Investigations and Arrests
- Law Enforcement Information Sharing



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- Leading at the Speed of Trust
- Local, State, Tribal, and Federal Information Sharing
- Managing and Supervising for Officer Safety
- Marijuana: The Impact of Medical Excuse Marijuana on the Safety of Communities
- Modeling the 21st Century Police Leadership's Response to Violence Against Women
- Officer-Involved Shootings: A Five-Year Study by the San Francisco Police Department
- Police Accountability & Civil Rights Issues
- Policing in Pakistan: Meeting the Challenges of Terrorism and Crime
- Predictive Policing: Predict to Prevent
- Pregnancy and Policing: How to Make Them Compatible
- Providing Tactical Team Response: Considerations for the Small Agency Chief
- Racial Bias: Circumstances Count
- Reaching Out to the Mentally Ill: Emerging Issues and Promising New Partnerships
- Real Time Crime Centers (RTCCs): Integrating Technology to Fight Crime
- Reducing the Dirty Bomb Threat: The Role of Local Law Enforcement in Radioactive Material Security
- Role Interference and Moral Distress among Deep-Undercovers
- Sex Offenders: Closing the Gaps—Strategies and Innovation in Management and Tracking
- Shift Scheduling: Does Shift Length Matter?
- Smart Policing Initiative: Incorporating Research into Crime Prevention Practices
- Stop Producing Problem Cops
- Strategic Planning: How to Align Operations, Budget, and Performance
- Succession Planning: Mentoring Future Leaders
- Tactical Command Training and Preparedness
- The Boston Area Police Emergency Radio Network: A Model of Effective Communications Interoperability
- The FBI Terrorist Screening Center
- The International Hunt for Fugitives
- The Pharmaceutical Drug Epidemic: A Collaborative Approach
- Transferable Experiences: Reaching Out to the Private Sector
- Traumas of Law Enforcement
- What are Your Personnel Thinking and Doing? Results from a Multiagency National Study
- When Police are at Risk of Disproportionate Minority Contact

## Orlando on a Budget

Even on a small budget, you can still enjoy all of the conference's benefits.

**Getting There:** Orlando International Airport (MCO) has hundreds of flights in and out of the city daily, including flights on several low-cost airlines. For traveling to and from the airport, shuttles and local buses are two inexpensive options. For more transportation information, visit <http://www.theiacpconference.org>.

**Budget Hotels:** Travel Planners Incorporated is the official, exclusive housing coordinator for IACP 2010. Some other companies might claim to have a relationship with IACP, but this is not the case—they do not offer the same advantages. Travel Planners offers the following benefits:

- No change or cancellation fees
- Call center support to assist you prior to arrival and on-site
- Guaranteed satisfaction

So make sure to use Travel Planners for your IACP 2010 hotel reservations.

**Getting Around:** Once at your official conference hotel, there is no need to arrange for other transportation. The most convenient means of transportation between official IACP 2010 conference hotels and the convention center is the shuttle bus service. Complimentary shuttle bus service begins at 7:00 a.m. on Saturday, October 23, and runs through Wednesday, October 27. Times for the shuttle bus service will be posted in the official conference hotels. Restaurants outside of your official conference hotel are within walking distance, and shopping is nearby. IACP shuttle bus service will transport attendees to Host Chief's Night and to the annual banquet.

**Cyber Café:** IACP provides a free cyber café, sponsored by Motorola, for you in the exhibit hall to keep in touch with family, friends, and colleagues at home. If you bring your laptop computer, the Orange County Convention Center has a Wi-Fi hotspot, at no charge, for you to connect to the Internet.

**What Will I Take Home?** Your agency can benefit greatly from your IACP 2010 attendance. Attendees will return home with new insight into the following issues:

- How to enhance service delivery by tapping underutilized resources
- How to achieve high performance when facing greater demands for police presence and calls to cut expenses
- How to take advantage of the research and materials available through IACP, including model policies, training keys, and programmatic deliverables
- How to incorporate significant insight from other state, local, and tribal departments

For a list of all educational sessions, visit <http://www.theiacpconference.org>.

**Need More Information?** Call Charlie Higginbotham at 1-800-THE-IACP, extension 217, or e-mail [higginboth@theiacp.org](mailto:higginboth@theiacp.org) to learn more about how to get to Orlando on a small budget.

- Wounded Leaders: Dynamic Disruption: From Vulnerability to Victory

## Host Department Track

- How to Build a Gun Range
- Innovative Policing with Camera Technology A to Z
- Leading the Agency through Tough Times
- Planning and Implementing Technology Improvements for the Small Law Enforcement Agency
- Scenario Based Training Effectiveness
- The New Generation in Law Enforcement: Generation Y

## IACP Programs and Research Track

- Combat Veterans and Policing: IACP/BJA Combat Veterans Project Supports Returning Vets

- Implementing a Nationally Successful Leadership Development Program
- LESSS' 4th Roll-Call Video: *Is Today Your Day?*
- Missing Persons: How Volunteers Help, Not Hinder
- Overcoming Human Error in Forensics & Policing
- Reducing Violence Against the Police: IACP Center to Prevent Violence Against the Police
- Screening Police Candidates and Officers for Digital Dirt
- The Leader's Role in Developing an Ethical Work Environment
- Social Media: Engaging the Public to Enhance Public Safety\*

## IMPACT Track

- Police-Educational Partnerships: Working Together to Strengthen the Police

Note: Sessions with an asterisk appear under more than one track



- Policing in Pakistan: Meeting Training Challenges amid Crime and Terrorism
- The Adoption of a Standardized Emergency Management System for the Indonesia National Police
- Utilizing E- Learning as a Versatile and Effective Training Tool

## Legal Officers Section Track

- 15 Legal Issues in Using 21st Century Tracking Technology in Criminal Investigations
- Background Investigations: A Key Part of Hiring But Are We Doing Them Legally?
- Employment Law Update Panel
- Ethical Issues for Law Enforcement Attorneys
- Federal Collective-Bargaining Legislation Impact on Labor Relations
- Section 1983 Update Panel
- Social Networking Issues in Law Enforcement
- State and Local Enforcement of Federal Immigration Law: The Arizona Experience Supreme Court Update



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**Anti-Crime Program – RxPATROL®** (Rx Pattern Analysis Tracking Robberies and Other Losses) is a website designed to assist law enforcement efforts to apprehend and prosecute pharmacy robbers and scammers, as well as to help protect pharmacies. [www.rxpatrol.org](http://www.rxpatrol.org)

*All of these programs are provided at no cost. Our goal is to help keep prescription drugs out of the hands of criminals, in order to ensure that they are available for patients with real medical needs.*



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## New for IACP 2010: Poster Sessions

For the first time, the IACP 2010 will feature poster sessions to provide another effective means of displaying innovative law enforcement practices. Modeled after their use in medical conferences, poster sessions create a meaningful forum for exchanging ideas. Selected participants previously submitted proposals that were peer-reviewed and accepted based on relevance, quality, and suitability for poster presentation.

Posters may present on any of the following:

- A description of an innovative program
- An analysis of a practical problem-solving effort
- A report of a research study

Poster sessions cover a broad range of subjects grouped under topics including management, evidence development, technology, references, and services to special groups. Posters include narrative text, data, graphs, diagrams, and pictures. Poster sessions *do not* include product advertisements or vendor displays.

Posters will be displayed on Monday, October 25, in the exhibit hall at the Orange County Convention Center. Poster participants will stand by their posters in two blocks between 11:00 a.m. and 12:30 p.m.; and 1:30 p.m. and 3:00 p.m. During this time, poster participants will informally discuss their presentations with conference attendees, answer questions, and give handouts. Specific topics and times for poster sessions are listed in the IACP 2010 on-site program and online.

## Police Physicians Section Track

- ACOEM Guidance for the Medical Evaluation of Law Enforcement Officers
- Beat the Odds: Saving Officer Lives with Risk Management
- Coalition for Tactical Medicine
- Developing a Wellness Program in Police Departments
- Implementing an Officer Responder Aid Program and Its Impact on Officer Survivability and Community Support
- Infectious Diseases and the Law Enforcement Officer
- Invisible Dangers: Infectious Disease in a Borderless World
- Physical Disorders that Present as Psychological Problems\*
- Physical Disorders that Present with Psychological Symptoms\*
- Physical Fitness: Bridging the Gap between Athletics and Tactical Performance
- Psychopharmacology Update for Law Enforcement Psychologists\*
- Save Our Own—A Life Saving Program for Police Officers
- The Creation of a Voluntary Medical Unit in a State Police Organization: A Pilot Project to Promote the Health and Safety of State Troopers
- The Hospitalized Officer: From the Emergency Department to Discharge—Recommendations and Mistakes Every Department Should be Aware Of
- Tired Cops: Strategies for Promoting Officer Safety by Managing Fatigue and Work Hours\*
- Violence Against Law Officers Research (VALOR): Tactical Medical Training for Law Enforcement Personnel

## Police Psychological Services Section Track

- Addressing Ethical Issues in the Practice of Police Psychology: A Practical Approach
- Alcohol Use in Urban Police Officers: Patterns, Predictors, and Pre-employment Screenings
- Current Issues in Police Psychology
- Emerging Technologies in Police Psychology

Note: Sessions with an asterisk appear under more than one track

## Speaking in Orlando: Don't Miss Law Enforcement and Legal Expert Gordon Graham



Gordon Graham, a law enforcement veteran and liability expert, will speak in the Orange County Convention Center on Monday, October 25, from 1:00 p.m. to 3:00 p.m. in a session titled "Cops Don't Know Where the Chief Is." Through his education as a risk manager and experiences as a practicing attorney and law enforcement official of 33 years, Mr. Graham has cultivated expertise in civil liability, professionalism, ethical decision making, and related topics. His presentation focuses on preventive measures in organizational law enforcement and on recognizing incidences that are likely to end up in litigation. He also offers advice regarding proper organizational conduct and eliminating sexual harassment in the workplace. Over the last decade, Mr. Graham has spoken to more than 300,000 law enforcement and other public safety professionals from every U.S. state. In 1995, he received the California Governor's Award for Excellence in Law Enforcement Training—the highest recognition available in the field of training police professionals.

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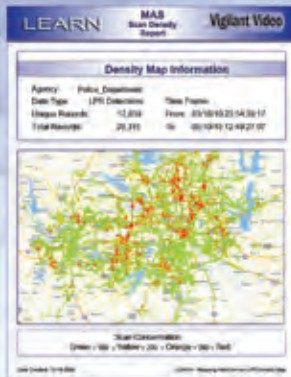
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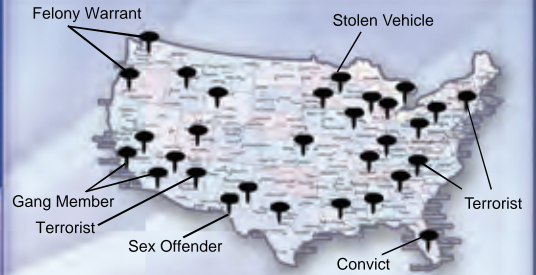


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- Legal Update for Law Enforcement Psychologists
- Let's Stop the Psycho-Babble: Psychology and Crisis Negotiations
- Mentoring for Early Career Psychologists
- Operational Stress, PTSD, and Reintegration of Military Law Enforcement Officers: Myths, Facts, and Everything in Between
- Physical Disorders that Present as Psychological Problems\*
- Physical Disorders that Present with Psychological Symptoms\*
- Police Leadership Selection and Training: Why Addressing Competencies Is Not Enough
- Preventing Vicarious Traumatization: Primary and Secondary Programs for Officers Investigation Child Pornography and other Crimes against Children
- Promoting Fair and Impartial Policing: Research and Intervention
- Psychological Services for Smaller City and Rural Agencies: Innovative Programs and Outreach
- Psychopharmacology Update for Law Enforcement Psychologists\*
- Technology in the Practice of Police Psychology: An Update for 2010
- The Disconnected Values Model: An Intervention for Promoting Healthy Habits and Coping with Stress in Law Enforcement
- The Selection and Use of Written Instruments in Peace Officer Psychological Screening: Advice and Admonitions
- Tired Cops: Strategies for Promoting Officer Safety by Managing Fatigue and Work Hours\*
- West Coast Post-Trauma Retreat: An Evidenced-Based Approach to Treating First Responders

## Poster Track

Visit <http://www.theiacpconference.org> for up-to-date information on the poster track.

## Public Information Officers Section Track

- Developing a Line-of-Duty Death PIO Protocol
- Developing a Successful Branding and Recruiting Campaign
- Innovative Ideas in Crisis Messaging
- Instant Television Communication to Your iPhone and other Applications during a Crisis

Note: Sessions with an asterisk appear under more than one track

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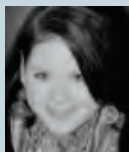
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## Speaking in Orlando: Don't Miss Body Language Expert Janine Driver



Body Language expert Janine Driver will speak on Sunday, October 24, in the Orange County Convention Center from 1:00 p.m. to 4:00 p.m. Ms. Driver cultivated her skills in body language interpretation during her 15 years as a federal law enforcement officer with the U.S. Department of Justice. In this work, she investigated extremist groups, firearms traffickers,

explosives manufacturers, and fanatical survivalists. Using her skills, she could quickly size up suspects in the field and could effectively lead interviews and interrogations. Over the past decade, she has taught her people-reading skills to the Bureau of Alcohol, Tobacco, Firearms, and Explosives; the Federal Bureau of Investigation; the Central Intelligence Agency; the Defense Intelligence Agency; and various other federal, state, and local law enforcement officers,

lawyers, and judges. Ms. Driver also has previously presented at IACP conferences, where she has been extremely well received. Likewise, she is a popular media guest and has made appearances on NBC's *Today Show*, *Fox News*, CNN's *Larry King Live*, the *Dr. Oz Show*, and the *Rachael Ray Show*. She has been quoted in the *New York Times*, the *Washington Post*, and in magazines such as *Cosmopolitan* and *Psychology Today*.

- Lobbying vs. Advocacy
- Off-Duty, On-line: Policing Your Officers on Social Media
- Press Relations 101: Presenting Your Story to Your Local Media
- Social Media: Engaging the Public to Enhance Public Safety\*
- Strategic Approaches to Improve Communications Initiative
- What's Twitter? Do You Need Facebook? What Police Agencies Are Doing Using Social Media
- When It Happens in Your Backyard: Three Case Studies

### Smaller Agency Certificate Track

- Aspiring and New Chiefs: What You Need to Succeed
- Building Trust with Your Community through Integrity Management
- Career Killers for Police Chiefs: Avoiding Costly Mistakes
- Hiring for Character: Behavioral and Values-Based Interviewing Techniques
- Leading by Legacy: Leading Today for Tomorrow's Legacy
- Leveraging Limited Resources through Smaller Agency Task Forces

- Murder in a Small Community: How Multi-Agency Case Collaboration Solved a Five Person Murder for Hire Investigation
- Strategic Planning: Successful Implementation for the Smaller Agency

### Technology and Information Sharing Track

- Ask a Dispatcher: Providing a "Dear Abby" Service for People with Questions about Law Enforcement
- Department of Defense Technology Transfer to First Responders

Note: Sessions with an asterisk appear under more than one track

## COMPARISON TESTS PROVE THERE IS NO COMPARISON.

In the authoritative Michigan State Police Comparison Trials, the 2010 Dodge Charger Police with the 5.7-liter HEMI® V8 posted winning numbers that outperformed both the Chevy Impala and Ford Police Interceptor in decisive fashion. The verdict? Charger's vehicle dynamics deliver the optimum balance between handling, acceleration and braking.

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Complete results at [www.michigan.gov/msp](http://www.michigan.gov/msp).

<sup>(1)</sup> Based on 2010 Michigan State Police performance testing comprised of HEMI-powered Dodge Charger Police vehicle measured against Ford Crown Victoria Police Interceptor, Chevrolet Impala Police vehicle and Chevrolet Tahoe Police vehicle.

<sup>(2)</sup> Based on 3.5L 17 city/25 hwy, 5.7L 16 city/25 hwy EPA estimated mpg. <sup>(3)</sup> See your dealer for limited warranty details.



- Digital Asset Management: Digital Evidence, Strategies, and Solutions
- Law Enforcement National Data Exchange: Connecting the Dots
- Law Enforcement Project Management for Developing RFPs, System Acquisition, Implementation, and Beyond
- Leveraging Social Media for Citizen Relations: Boca Raton, FL
- Rapid DNA Processing and Analysis at the time of Booking
- Realizing the Potential of Unmanned Aircraft Systems for Law Enforcement
- Science & Technology - The Need for a Planned Approach - The Victoria Police Experience
- Serving and Protecting Victims of Domestic Violence with Information-Led Policing Technology
- The Crime Severity Index - Canada's New Measure of Police-Reported Crime ❖



Visit <http://www.theiacpconference.org> for a complete listing of track workshops.



Participation by the IACP Past Presidents is a significant part of the conference leadership team. By lending their years of association leadership experience to the planners and leadership of the today's association, they ensure the attendees the best conference possible. From left: Joseph Samuels Jr. (2002–2003); Joseph Polisar (2003–2004); William B. Berger (2001–2002); Sylvester Daughtry Jr. (1993–1994); Mary Ann Viverette (2005–2006); Joseph Carter (2006–2007); Ronald S. Neubauer (1998–1999); John T. Whetsel (1994–1995); David G. Walchak (1995–1996); and Harlin R. McEwen (IACP Honorary President 2006).



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## Richard Beary

Chief of Police

University of Central Florida, Orlando, Florida

Candidate for IACP Fourth Vice President

On behalf of all the Florida police chiefs, sheriffs, and law enforcement executives, I say we look forward to seeing you at IACP 2010 in Orlando, Florida. The IACP and Chief Val Demings and her staff at the Orlando Police Department have a great program planned for all IACP members and guests. This conference will be a world-class event.

After 33 years in law enforcement and 18 years as a police chief, I am seeking the position of IACP fourth vice president. I have served on the IACP Executive Committee since 2003 and the IACP Financial Review Committee since 2006. I have been the Florida State Association of Chiefs of Police (SACOP) representative for more than 4 years and served on the IACP Narcotics and Dangerous Drug Committee since 1995. I am a proud graduate of the FBI National Academy (143rd session) and hold a master of science degree. I also served as president of the Florida Police Chiefs Association from 1998 to 1999.

I began my law enforcement career in 1977 with the Altamonte Springs, Florida, Police Department. As the youngest sworn and commissioned officer in the state, I worked my way through the promotional ranks with numerous enforcement-related assignments, including working with local, state, and federal task forces targeting narcotics and organized crime groups.

In 1992, I was appointed chief of police for the city of Lake Mary, Florida. I served during a time of unprecedented growth. Utilizing a strong community-policing philosophy, the city and department prospered, and, in 2007, Lake Mary was named the fourth best place to live in America by CNN and *Money Magazine*. The city leadership encouraged the development of strong partnerships, which allowed me to devote time to IACP committees and issues. As a member of the IACP Narcotics and Dangerous Drug Committee, one of my proudest achievements was convincing Congress not to eliminate the civil forfeiture of drug traffickers' illegal profits and property. Retired Drug Enforcement Administration Administrator Thomas Constantine and every committee member will confirm this was

a highly contentious issue. Had we failed, police agencies would have lost millions of dollars, and criminals would have reaped profit from their criminal acts. In June 2007, I announced my retirement after 30 years of municipal police service.

On June 29, 2007, I was appointed chief of police for the University of Central Florida (UCF). Our university is the largest in Florida and the third largest in the United States. We have a student population in excess of 56,000 and more than 9,000 faculty and staff members. We are a full-service police agency providing E9-1-1 service, uniform patrol, investigations, crime prevention, and tactical response. Our campus hosts numerous large-scale events at our Bright House Network Stadium, which seats 46,000, and the UCF Arena, which seats 10,000. These events require the delivery of professional service and multiagency incident command.

Following are issues important to the IACP that I am committed to address:

- **Financial stability.** All of us are feeling the effects of a weakened global economy. Working with Vice President-Treasurer Carl Wolf and members of the IACP Financial Review Committee, I will closely monitor the expenditures, investments, and budget position. We must remain financially strong in order for us to provide services and a powerful voice for our members in critical national and international issues.
- **Unfunded mandates.** These burdens continue to be placed on law enforcement agencies. The IACP must remain a vocal leader opposing legislation that requires police action without funding.
- **Immigration issues.** We must continue to examine the role that state and local police agencies play.
- **Tort reform.** We protect our agencies and personnel from proposed changes in the civil justice system.
- **Cooperation and collaboration.** Working together is the key to our success. We need to build strong partnerships at all levels of law enforcement and with the private sector. We should collaborate with other organizations that share our vision.

- **Continued support of the mentorship programs.** We have the power to educate and groom current and future police chiefs throughout our organization.

The professional importance of the IACP is embedded in my family. My father, Raymond Beary, earned life membership and served on the IACP Executive Committee until his retirement. My brother Kevin Beary holds life membership status. Combined, we share more than 70 years of IACP experience and more than 100 years of law enforcement service. The continued growth and success of the IACP is paramount to my candidacy. I thank you for your consideration and humbly ask for your vote. I look forward to seeing you in Orlando at IACP 2010! ♦





## Mark Dunaski

Chief of Police

Minnesota State Patrol, St. Paul, Minnesota

Candidate for IACP Fourth Vice President

The IACP is an organization that provides value and guidance to the law enforcement community. Nearly every member of our organization has faced challenges that are atypical to what we have witnessed in decades. Whether your agency has 2 members or 10,000 members, the economy and our rapidly changing environment have impacted all of us. At times like these, the IACP and its leadership are more critical than ever.

After serving in the United States Air Force, I began my career with the Minnesota State Patrol (MSP) in 1982. The 900 members of the MSP work hard to serve the state's population and visitors. I've held a number of positions in the organization and have enjoyed all of them; however, I am particularly proud of my tenure as chief. The position has allowed me to interact with agencies across Minnesota and the country while furthering our mutual public safety goals. I am also proud of my current position as the general chair of the IACP Division of State and Provincial Police (S&P). This position and my service on the IACP Board of Officers have permitted me to expand my passion for collaboration beyond the borders of Minnesota and the United States.

I am a self-admitted workaholic who is energized by challenge and who demonstrates passion in whatever I do. Throughout my tenure as an officer, a chief, and an IACP board member, I have identified several central concepts that define both who I am and what I believe in.

**Collaboration.** Whether you work for a federal, state, local, or tribal organization, collaboration is critical. Effective collaboration goes beyond traditional public safety agencies to include many stakeholder groups and private industry partners committed to making our communities better. Each of us needs to work hard to remove remaining barriers in an effort to increase the effectiveness of our relationships. In my tenure with the MSP and the IACP, I have strived to create positive relationships across a wide spectrum of governmental and nongovernmental organizations in an effort to achieve individual and mutual mission successes.

**Training.** In our rapidly changing world, training and education are critical not only for law enforcement executives, but for all agency members. Moreover, law enforcement leaders around the world look to the IACP for timely, relevant, and professional training. I am a strong proponent of education as demonstrated by my commitment to advocating for traditional education as well as for the law enforcement skills necessary to keep our officers alive while increasing agency professionalism.

**Leadership.** Leadership is a hallmark of the IACP. The focus on leadership has never been more relevant than in our period of shifting economic priorities, generational differences within our agencies, and changing social norms. The IACP Leadership in Police Organizations (LPO) is a dynamic training program addressing many of our non-managerial challenges. It is a program that I believe will have a significant impact on law enforcement leadership in the future. After attending the entire course as a student, I have since completed the facilitator training and enjoy endorsing the program by proving its value to my agency and to others.

**Strategic planning.** Strategic planning provides the roadmap into the future for our agencies. It provides direction toward the achievement of our mission and vision in addition to providing feedback on our successes and challenges. These guideposts help keep organizations focused even during challenging periods. I am proud to say that I have been involved in both leading and participating in a number of strategic planning efforts. I am fortunate to have participated as an IACP board member in the current strategic planning process, which will enable the IACP to more effectively fulfill its mission of advocacy for police chiefs around the world.

**Public safety.** At some point, most of us took an oath to protect and serve. Regardless of who we work for, the safety of the citizens we serve is our paramount objective. The traditional and the emerging issues and challenges confronting public safety and law enforcement are too numerous to mention. The IACP will need to continue to

advocate, support, and promote police practices that will ultimately enhance the quality of life for those we serve.

There are many more issues I'd enjoy discussing with you as you make your decision about who to vote for. I encourage each of you to visit my website, <http://www.Dunaski.com>, to gain additional information about me and what I stand for. I welcome you to contact me through the website should you have any questions or concerns. Most of all, I assure you I will bring passion, commitment, and integrity to everything I do as your fourth vice president of the IACP. ❖



## Patty Jaye Garrett Patterson

Chief of Police

Sumter, South Carolina, Police Department

Candidate for IACP Vice President at Large

It is indeed a privilege and an honor to be a candidate for the office of vice president at large of the IACP. I joined the IACP after becoming chief of police in 2001 for the city of Sumter, South Carolina. Located in the center of the state, Sumter is a diverse metropolitan area of 34 miles inclusive of Shaw Air Force Base; the 9th Air Force; the U.S. Air Forces Central (USAFCENT); the 20th Fighter Wings; and 3rd U.S. Army Central Headquarters (USARCENT). The department I serve comprises 121 sworn and 61 civilian employees responsible for a telecommunications center that serves all city and county public safety emergency services.

I consider the position of IACP vice president at large an opportunity to be your ambassador of integrity, boldness, good character, and positive attitude. These are all qualities developed during my 32 years in law enforcement. My diverse experience includes service as a criminal court clerk; a juvenile crimes investigator; a criminology instructor for South Carolina's police academy; a special agent with South Carolina's State Law Enforcement Division (SLED); a SLED SWAT team member; a major of operations; a second in command; and, currently, as a chief of police. Throughout my tenure, I have diligently worked to honor, protect, and serve the mission of our profession and remain committed to the credos "attitude is everything" and "leadership is a behavior, not a position." If afforded this opportunity, I humbly seek to serve you and share your interests, concerns, and enthusiasm about the issues that matter most to you and the agencies you represent. I have a passion to serve, and I believe law enforcement is my called profession.

Since becoming a member of the IACP, I have been exposed to a dynamic international organization comprising consummate professionals dedicated to the advancement of law enforcement and superior training opportunities and who strive to lead our profession to greater heights for the good of those we serve. The IACP is a tapestry interwoven with traditional lawmakers,

peacekeepers, and leaders: men and women who represent decades of professional experience, training, leadership skills, and practical wisdom. Our organization and its membership are a positive, collective force and an important source of leadership and guidance for federal, state, and local law enforcement entities. The IACP is crucial to the continuing evolution and prosperity of our profession, especially in these challenging times. The IACP mission is paramount to professional policing.

These are defining moments in which the perspective of policing can be a tragedy or a triumph. I believe the latter is our destiny. In times like these, if we are united, reaching across the globe as one thin, blue line, we become a synergy with which to be reckoned. Thus, as force multipliers, there are infinite possibilities to be realized with heightened strides for policing. The IACP is the chisel, methodical bridge of delivering to each law enforcement entity and its personnel the encouragement, ideals, solutions, and motivation to prosper.

An economy plagued with unemployment, reduction in police forces, and unfunded legislative mandates combined with increased demands for police services severely challenges our efforts to be proactive and provide maximum expectations with limited resources. Yet, collectively, we can work to meet these challenges through intelligence-led policing, shared expertise, experience, and resources that will enhance enforcement, promote prevention, safeguard public welfare, and bolster homeland security. As a mass of one, we can find innovative solutions to promote legislation and maximize our community enforcement of service delivery.

I am committed to service above self and am confident that, if afforded the opportunity to serve as an IACP officer, I will make it my priority to focus on challenges that are relevant to all law enforcement professionals today, including

- violence against law enforcement officers,
- improved ballistic body armor and officer safety,
- intelligence-led policing,
- recruitment and retention,

- diversity in law enforcement,
- mentoring and succession,
- protecting interoperability, and
- bridging the gap for professionalism in policing.

I respectfully submit I possess the experience and qualifications to be an effective and productive vice president at large of the IACP. I have served on the IACP Executive Committee, Classification #31, representing agencies serving populations of 25,000–50,000 and other IACP committees such as the Police Psychological Services Section, the Constitution and Rules Committee, the Use of Force Task Force, the Mental Illness Task Force, and the Smaller Law Enforcement Agency Program, along with state and local boards. I am a past president of the South Carolina Police Chiefs Association and the National Association of Women Law Enforcement Executives. These experiences have afforded me invaluable experience and allowed me to be engaged in the IACP structure, dynamics, and progress. They have also allowed me to forge partnerships with the leaders and members of the IACP throughout the world.

Thank you in advance for your vote of confidence and for this opportunity to serve. I ask you for your continuing support and understanding, seeking your expertise and infinite wisdom. My humble prayer is for you and yours to be blessed and remain safe in all your endeavors. Blessed are the peacemakers, for you are indeed richly blessed.

Godspeed. ❖





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# IACP 2010 Exhibitor List

Current as of July 7, 2010

247Security - Patrol Witness	2375	American Belgian Communications LLC	1558	Beijing Defense Co. Ltd.	2772
3SI Security Systems	2619	American Defense Systems Inc.	939	Bell Helicopter Textron Inc.	2077
5.11 Tactical Series	1425	American Eurocopter	1947		
54ward Intergrated Solutions	1779	American Heart Association	1107		
A.L.S. Technologies Inc.	2115			<b>Bellevue University</b>	<b>2312</b>
Aaeon Systems Inc.	2213			<i>See our ad on page 74</i>	
ABM	4211	<b>American Military University</b>	<b>924</b>	Beretta USA Corp.	1713
Accenture	2405	<i>See our ad on page 51</i>		Bio Tec Emergency Services	1475
Accident Support Services Intl. Ltd.	2410	American Police Beat	1021	BlackBerry by Research in Motion	4264
ACS, a Xerox Company	2938	American Traffic Solutions Inc.	2418	<b>Blackinton, VH &amp; Co.</b>	<b>2738</b>
Action Target	1215	American Whistle Corporation	2412	<i>See our ad on page 42</i>	
Advanced Interactive Systems	1137	America's Most Wanted	1131	Blauer Manufacturing Co.	2753
Advanced Public Safety	4035	Anderson Software LLC	4257	BMW Motorrad USA	1646
Advanced Response Concepts	2901	Anti-Defamation League	2209		
Adventos LLC	731	APCO International	2504		
AECOM	4151	Appriss Inc.	2634	<b>Bode Technology</b>	<b>725</b>
AEE	1030			<i>See our ad on page 77</i>	
				BOSS Software	2970
<b>AeroVironment Inc. (AV)</b>	<b>1412</b>	<b>Architects Design Group Inc. (ADG)</b>	<b>2618</b>	Boston Leather Inc.	2674
<i>See our ad on page 67</i>		<i>See our ad on page 34 and 68</i>		Brady Center to Prevent Gun Violence	825
AFIS and Biometrics Consulting Inc.	912	Armor Express	2118	Brattleboro Retreat	1314
Aftermath Inc.	821	Armored Group LLC	977	Brazos Technology	4065
		Armored Solutions Inc.	877		
<b>Ahura Scientific, now part of Thermo Scientific</b>	<b>906</b>	ASIS International	1531		<b>2559</b>
<i>See our ad on page 102</i>		A-T Solutions	928	<i>See our ad on page 74</i>	
Aimpoint Inc.	2027	A-T Solutions	4249	Brite Computers	1463
Airborne Law Enforcement Association	1680	AT&T	4077	Broadcast Microwave Services Inc.	1874
Aker International Inc.	1909	ATF Canine	1406	Brooking Industries Inc.	1971
Alarm Tracking and Billing Services	2778	ATK	1619		
Alcohol Countermeasure Systems	2128	<b>Atlanco</b>	<b>2656</b>	<b>Brother Mobile Solutions</b>	<b>4219</b>
Alive at 25: National Law Enforcement Curriculum	1654	<i>See our ad on page 43</i>		<i>See our ad on page 69</i>	
All American Air Cleaning Equipment Inc.	4274	ATSC Public Safety	4251	Bureau of ATF	1247
		Audit 911	929	CalAmp	4258
<b>All Traffic Solutions</b>	<b>2765</b>	AUVSI	1560		
AlphaMicron Inc.	1624	Avid Technology	809		<b>2804</b>
AlphaTRAC	2130	Avigilon	2511	<i>See our ad on page 32</i>	
Altama Footwear	1917	Avon Protection	2616	California Casualty Auto and Home Insurance	772
Amchar Wholesale Inc.	2324	Avrio RMS Group	1301	California University of Pennsylvania	2426
American Aluminum Accessories Inc.	1675	Awards and More	2670	Canadian Centre for Unmanned Vehicle Systems	1481
				Capella University	2119
		<b>B&amp;W Sensors LLC</b>	<b>2676</b>	CAPERS	4270
		<i>See our ad on page 68</i>			
		Bancorp Bank/dba/Mears Motor Leasing	1453		
		Bates Footwear	2734		
		Bayly Inc.	2461		
		Beijing Anlong Tech & Trade Co. Ltd.	2673		






Carbon Motors Corporation	1801	Cross Match Technologies Inc.	2518	Data Securities LLC	4229
Cardiac Science Corporation	1213	CryWolf / Public Safety Corp.	2725	DataDot Technology USA Inc.	1515
Cardinal Tracking Inc.	2612	CSC	4252	Datalux Mobile Computers	2940
Care Trak International Inc.	2615	Cubic Defense Applications	2883	Datrend Systems Inc.	1517
Carson Sirens	1559	Culmen International LLC	770	DeBourgh Mfg. Co.	1550
CDWG	933	Cummins-Allison Corp.	818	Defense Criminal Investigative Service	2730
Center for Homeland Defense and Security	927	Current Components Inc.	2515	Defense Life Sciences Inc.	2808
Chaminade University	827	CVSA & Arizona Dept of Public Safety	1775	Dell Inc.	2983
<b>Chrysler</b>	<b>1271</b>	Cygnus Law Enforcement Group	1871	Delmar, Cengage Learning	1110
<i>See our ad on page 44-45</i>		Cyrun	4260	Delta Gloves	1914
Citizen Observer LLC	2916	D.A.R.E. America	1218	Denali Solutions	3013
CitySync Technologies Inc.	2605	Dan Burns Associates Inc.	1581	DeSantis Gunhide	2031
CLIMB Assist Inc.	2330				
CMI Inc.	2205				
Coast Products	2672				
Cobalt A/V Division of Comtronics Inc.	2834				
Coban Technologies Inc.	3077				
Code 3 Inc.	2347				
CODY Systems	4101				
					
<b>Cogent Systems Inc.</b>	<b>2431</b>				
<i>See our ad on page 86</i>					
Colorado State University-Pueblo	2812				
Colt Defense	2101				
Columbia Southern University	1553				
Combat Medical Systems	2114				
Combined Systems Inc.	2019				
Command Concepts	2225				
Command Light	1652				
Commercial Emblem Co.	2321				
Complus Data Innovations Inc.	2824				
Computer Information Systems Inc.	4246				
ComputerCOP	1318				
Concerns of Police Survivors	1012				
Conduit Language Specialists	876				
					
<b>Coplogic</b>	<b>4027</b>				
<i>See our ad on page 30</i>					
COPS / Office of Community Oriented Policing Services	2505				
CopShop.com / Book 'Em	2500				
Covert Track GPS	734				
Creative Fleet Markings	1477				
Crime Point Inc.	1418				
CrimeAtlas.com	2816				
					
<b>CrimeReports</b>	<b>4107</b>				
<i>See our ad on page CV2</i>					
Critical Safety Equipment LLC	774				



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Designlab Inc.	713
Designs N 3D	2510
DHS Law Enforcement Information Sharing Initiative	832
DHS Office of Emergency Communications	2614
DHS—Command, Control and Interoperability Div.	2726
DHS—TRIPwire	2401
Dicke Safety Products	2574



**Digital Ally Inc.** 1035  
See our ad on page 36

Digital Safety Technologies	1417
Diplomatic Security Service	1606
DoD/1401 Technology Transfer	2704
Dodgen Mobile Technologies	1357
Domestic Nuclear Detection Office	2024
Don Hume Leathergoods	2017
DoorKing Inc.	1878
Doron Precision Systems Inc.	1433
DoubleStar Corporation	2714



**Draeger Safety Inc.** 2230  
See our ad on page 71

Drug Enforcement Administration	901
Dummies Unlimited Inc.	2307
DuPont Company	1925
Durabook	2928
E Group Inc.	813
Ear Phone Connection Inc.	2558
Easydrift LLC	1556
Eaton Hall	4203
EF Johnson Technologies	4159
Eiseman-Ludmar Co. Inc.	2760
Elbeco Inc.	2565



**ELSAG North America** 4013  
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Emblem Authority	1915
Emergency Communications Network	1212
Emergent BioSolutions	2611
EmergiTech Inc.	1216
Energy Xtreme LLC	2517
Enertec Enterprises Ltd.	2310
Enforsys	1125
Entenmann-Rovin Company	2801
Environmental & Turf Services Inc.	728

Ergometrics	1214
ESRI (Environmental Systems Research Institute)	3001
Eventide Inc.	4207
Experian	812
Explora Security	1628
Eye Safety Systems Inc.	2570
Falcon Innovations LLC	2832
Farber Specialty Vehicles	955
FBI	838
FDBPR - Alcoholic Beverages and Tobacco	833
Fechheimer	2453
Federal Air Marshal Service	2214
Federal Law Enforcement Training Center	2525
Federal Railroad Administration	2606
Federal Signal Corporation	1647
Federal Trade Commission	2637
Fight Crime: Invest in Kids	2829
Firetide	2825
First Choice Armor	1959
First Response Replicas	1457
Fitzco Inc.	806
FLETA - Townhouse 383	2413
FLIR Systems Inc.	2508
FNH USA	1819
Force One LLC	1625



**Ford Motor Company** 2777

Forensic ID	716
Forensic Technology Inc.	732
Fortress Systems International Inc.	1555
Franklin Covey Co.	2639
Franzen Security Products Inc.	1614
Freelinc	2732
Fromm Barriers	1761
Frontline Defense Systems	2227

**FTR Limited** 926  
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G.R.E.A.T. Program	1007
Galco Gunleather	2014
Gamber-Johnson	2924
GammaTech Computer Corporation	1209
Gatso USA	2826
GDR Inc.	4225

**GEICO** 2416  
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General Dynamics	1156
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**General Motors** 1162  
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General Services Administration	2415
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Getac	2819
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Global Connect	2313
Global Motor Services	871
Global Satellite USA	1576
Global Software Corporation	4241
Global Traffic Technologies	1578
Glock Inc.	1607
GPI360	1561
Graphic Designs International Inc.	870
Green Business League	715
Grossenbacher Brothers Inc.	2806
Group Mackenzie Architecture	2715
Group Techna	2675
GSN: Government Security News	2716
Haix North America Inc.	2139
Harley-Davidson Motor Co.	2400
Harris Corporation	2646
Havis Inc.	1079
Heater Meals	2875
Heckler & Koch	2009
Helmet House Inc.	1554
Hendon Publishing Co. Inc.	1447
Henley-Putnam University	1316
HG2 Emergency Automotive Lightning	1755
HIDTA (High Intensity Drug Trafficking Area)	1310
HipLink Software (formerly Semotus Inc.)	4227
Hitachi Data Systems Corporation	4130
Hogue Inc.	2135
Homeland Security Management Institute	911
Honeywell Batteries	4169
Horace Small	2447
Howard Technology Solutions	1769
Hub-Data911	2747



**Hufcor Inc.** 1115  
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Hughes Network Systems	1106
Hyde Engineering Group Inc.	2207
I/O Solutions Inc.	1015
i2 Inc.	4057



**IACP Net** 2238  
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Ibis Tek LLC	1853
IBS Sigma Inc.	2629
Icom America	2904
ICOP Digital Inc.	1237
ICX Technologies	2001
iDictate.com	4250



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IHS Jane's	2705	Internet Crime Complaint Center	1019	Lady Law Apparel, Inc.	2758
Imlcorp LLC	1525	INTERPOL Washington	808	Language Line Services	2613
Inmarsat Inc.	4165	InTime Solutions Inc.	2977	Laser Atlanta	1121
Innocorp Ltd.	2700	Intoximeter Inc.	2535	Laser Shot	1001
Innovative Data Solutions	1319	IPAT Inc.	1217	Laser Technology Inc.	1253
Insight Public Sector	2906	iSniper Inc.	1408	LaserMax Inc.	1913
<b>Institute for Law Enforcement Administration 925</b>		ITT Technical Institute	829	Law Enforcement Cancer Support Foundation	831
<i>See our ad on page 138</i>		IWCE/Urgent Communications	1315	Law Enforcement Executive Coaching	913
Institute of Police Technology & Management	2800	Jenoptik Optical Systems Inc.	2311	Law Enforcement Exploring	763
INTAPOL Industries Inc.	2414	Jivasoft Corporation	2739		
Intellicheck Mobilisa	2678	Jotto Desk	1574		
Intellichoice	4124	JusticeTrax Inc.	711	<b>Law Enforcement Innovation Center 1028</b>	
Intelligence Project/SPLC	735	JVC U.S.A.	4267	<i>See our ad on page 105</i>	
Intelligent Decisions	4259	K9 Storm Inc.	2707	Law Enforcement Training Network (LETN)	2628
InterAct Public Safety Systems	2974	Kahr Arms	1910	Law Officer Magazine	2519
Intergraph Corporation	2909	KardexRemstar	2630	LDV Inc.	2160
International Association of Crime Analysts	1024	KelTech Tactical Concealments	706		
International Association of Law Enforcement Intel Analysts	2531	KenCast Inc.	4256		
International Cartridge	2036	Kenwood USA	4263	<b>Leach Mounce Architects 1668</b>	
International Parking Institute	2632	Keystone Group	1658	<i>See our ad on page 81</i>	
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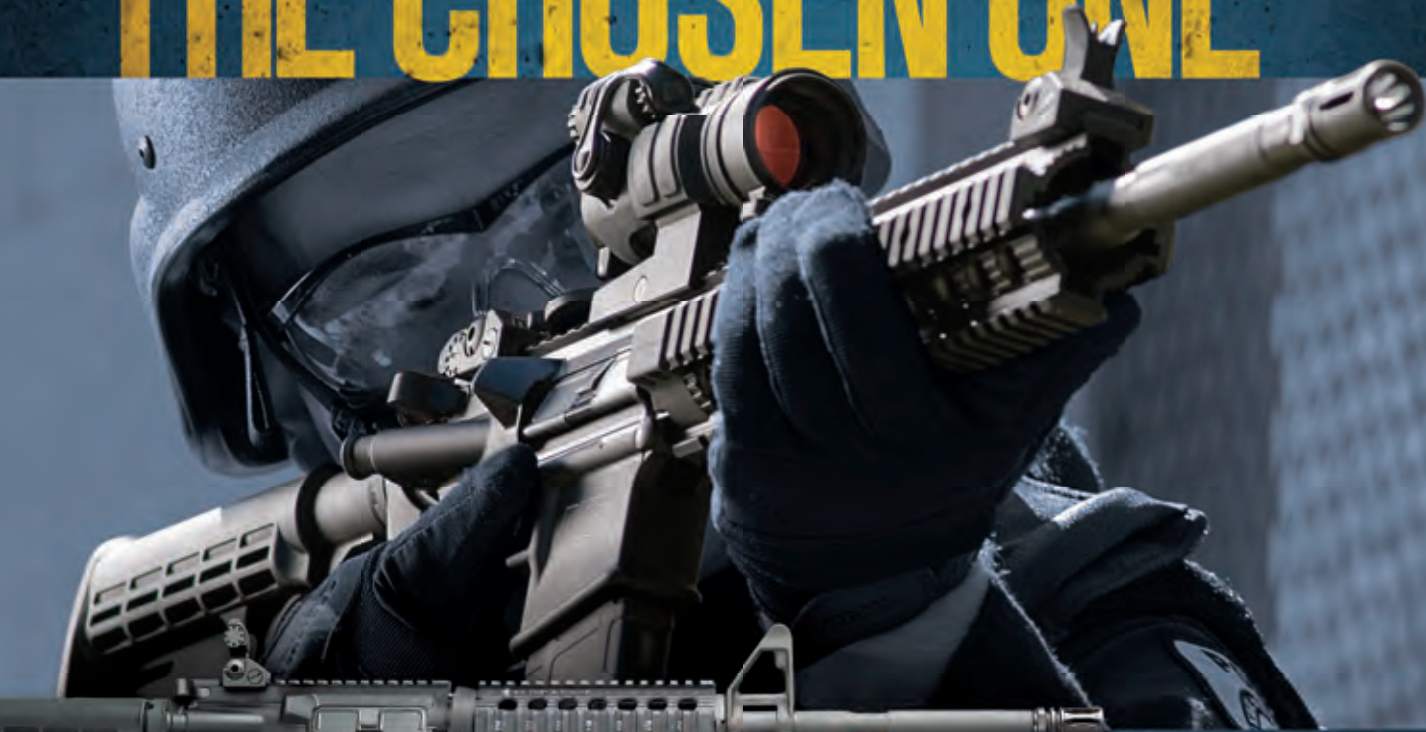
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# Defeating Complacency

By Thomas M. Fresenius, Lieutenant Colonel, New York State Police;  
John Pikus, Special Agent in Charge, FBI/Albany, New York;  
Christopher Cummings, Major, New York State Police;  
and Laurie Bennett, Deputy Assistant Director, FBI, Washington, D.C.

It has been almost nine years since the most devastating terrorist attack on U.S. soil. Faced with competing priorities, are law enforcement executives adequately engaging their agencies, the public, and private sectors in counterterrorism activities, or have they become disengaged? Are there steps that counterterrorism leaders can take to reengage and reinvigorate the police and their communities?

## Defining the Threat—Globally, Nationally, and Locally

In the days, months, and even years following the 9/11 attacks, law enforcement witnessed a public initially willing to make substantial sacrifices to assist in efforts to prevent future terrorist attacks. Although Americans are willing to accept extra security measures at airports, the perception is that they are less willing to become actively involved in counterterrorism efforts and instead have shifted the counterterrorism burden back squarely onto the shoulders of law enforcement. At a time of decreasing budgets at the state and local law enforcement levels, a need for an engaged public to act as a force multiplier exists. Law enforcement still needs to keep pace with regular crime prevention, as well as ensure the safety and security of businesses, homes, and communities, all while trying to balance its counterterrorism mission.

Former U.S. Department of Homeland Security (DHS) Secretary Michael Chertoff reminded the public that “The great weapon they [terrorists] have is persistence and patience, and the one weakness that we have is the tendency to lose patience and become complacent. . . . There is nothing these terrorists are doing or saying that could lead a reasonable person to believe that they have somehow lost interest. Our biggest challenge is making sure we do not drop our guard because time passes.”<sup>1</sup>

Two years ago, then assistant director of the Federal Bureau of Investigation’s (FBI) Counter-Terrorism Division Michael Heimbach stated “. . . I’m really concerned about the complacency setting in amongst the American people.” Heimbach further stated, “Let there be no mistake, al-Qaida or other like-minded individuals are still focused on attacking the homeland.”<sup>2</sup> In early 2010, FBI Director Robert Mueller told

the U.S. Senate Judiciary Committee that the threat of a terrorist attack against the United States is becoming more worrisome “with each passing day.” Law enforcement agencies have disrupted several plots in the past year as terrorists “remain determined to strike the United States,” he said. “As the Christmas Day [2009] attempted bombing illustrates, the threats we face are becoming more diverse and more dangerous with each passing day. We not only face threats from al-Qaeda, but also from self-directed groups not part of al-Qaeda’s formal structure.”<sup>3</sup>

Officials worldwide worry that complacency has become a major impediment to prevention programs. Counterterrorism units rely upon suspicious activity reporting by the public, businesses, and law enforcement to identify investigative leads for potential terrorism. Ironically, law enforcement’s successful prevention and detection programs have likely fueled apathy. Richard Clarke, former U.S. counterterrorism advisor, opined that successful counterterrorism initiatives were generating complacency.<sup>4</sup> Even as early as 2003, confronting resistance to the passage of a United Nations resolution on counterterrorism, Spain’s Prime Minister warned the organization against complacency and urged the Security Council to make counterterrorism initiatives a priority.<sup>5</sup>

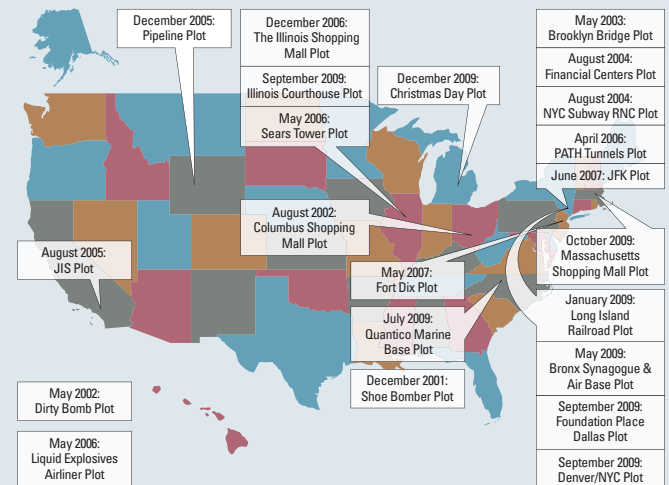
Pressing police priorities currently are handling calls for service and protecting the public within their jurisdictions, all while trying to control crime. These priorities ultimately take precedence over terrorism prevention programs and potential terrorist threats. It becomes difficult for law enforcement executives to justify dedicating resources to counterterrorism efforts when most agencies are located in areas not perceived to be primary targets or to possess significant critical

infrastructure. Countless law enforcement leaders have articulated that they are just barely getting by with their personnel handling traditional crimes. Complacency is not the reason their agencies are not working to further counterterrorism efforts, they argue; it is the fact that it is just not practical or justifiable to make counterterrorism their top priority.

The U.S. counterterrorism strategy must be refocused, taking into account scarce resources and competing responsibilities. Police must apply their everyday policing skills to counterterrorism, by identifying and collecting information about suspicious incidents and collecting and forwarding relevant details to intelligence personnel within their agency or to intelligence and fusion centers or task forces. Incorporating counterterrorism into routine police practice ensures an “economy of preparedness.”<sup>6</sup>

An analysis of the initial clues leading to the thwarting of major terrorist plots since 9/11 indicates that most of the major cases were determined through either law enforcement detection or the public reporting suspicious activity. Many fusion centers have been analyzing thwarted plots in an effort to develop indicators of possible attack planning when processing and analyzing submitted intelligence information. The New York State Intelligence Center has authored *Project Vigilance*, which studies 22 thwarted terror plots since 9/11. A map representing the location of the 22 plots can be found in figure 1. *Project Vigilance* provides a timeline for the 88 identified plotters’ residences, travel, and activities, identifying specific opportunities where law enforcement may encounter suspicious behavior.

Figure 1: Thwarted Terror Plots Since 9/11



The map above represents the twenty-two thwarted terror plots against the United States since 9/11. Nine of the twenty-two plots targeted New York State.



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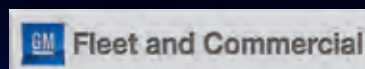
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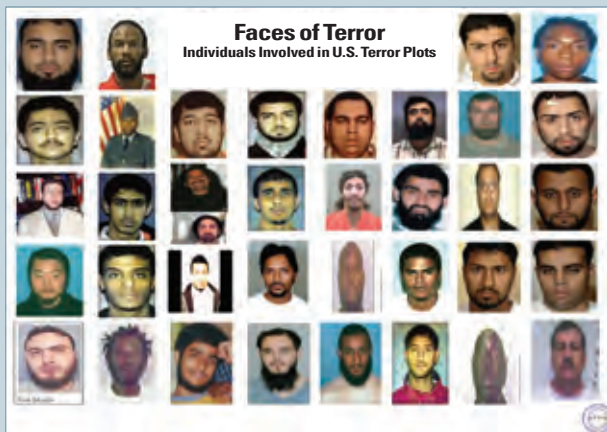
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**Figure 2: Project Vigilance Synopsis**



There have been 22 thwarted terror plots against the United States since 9/11. These plots have been the actions of individuals and lone wolf-style actors. Targets were broken down into the following categories:\*

**Transportation: 10 targeted (36%)**

- Bridge: 1 targeted (4%)
- Subway/Rail: 4 targeted (14%)
- Airport / Airliner: 5 targeted (18%)

**Military/U.S. Government: 7 plots (25%)**

- Military: 4 targeted (14%)
- Government Facility / Personnel: 3 targeted (11%)

**Financial/Economic: 7 plots (25%)**

- Financial: 1 targeted (4%)
- Mall: 3 targeted (11%)
- Office Building: 3 targeted (11%)

**Energy: 2 Plots (7%)**

- Pipeline: 2 targeted (7%)

**Religious Institution: 2 Plots (7%)**

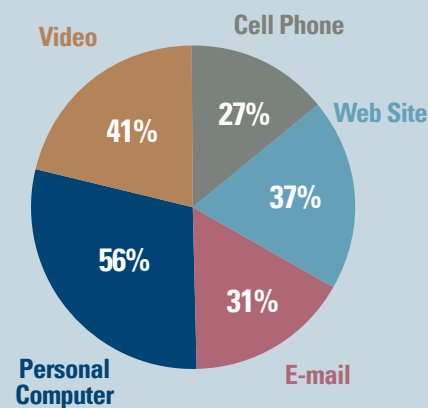
- Religious Institution: 2 targeted (7%)

\*Total exceeds 22; some groups/individuals targeted more than one location.

The results will be used to educate law enforcement about terrorists' backgrounds and behaviors and will reinforce the exigency of street officers' roles in detecting terrorism (see figure 2).

"Use of Technology" is one of the significant categories included in *Project Vigilance*. Using open-source material, *Project Vigilance* analyzes the 88 plotters' use of current technologies, including cell phones, websites,

**Figure 3: Use of Technology**



e-mail, and personal computers. Fifty-nine (67 percent) of these individuals were found to have used at least one form of technology to aid plot objectives. Figure 3 represents "Use of Technology," based on these 59 individuals.

A similar effort, John Hollywood, PhD, et al.'s "Building on Clues: Methods to Help State and Local Law Enforcement Detect and Characterize Terrorist Activity" summarizes disrupted terrorist plots reported by the media. Plot objectives and initial clues leading to the discovery reveal that of the 25 plots reviewed, only 5 (20 percent) of the initial clues came from intelligence-dedicated operations (for example, the CIA, the FBI, and the U.S. Department of Defense). Eight (32 percent) came from unexpected discoveries made during other police investigations; six (24 percent) came from tips reporting a potential plot to law enforcement; and an additional six came from follow-ups on suspicious activity: two (8 percent) from direct police action in response to suspicious activity observations; and four (16 percent) from following up on tips.

Eighty percent of the initial clues came from observing, reporting, and properly acting on concerning behavior, including directly threatening behavior (such as openly discussing plans for terror attacks) and suspicious activity (such as conducting target site surveillance). Several examples are listed in table 1.<sup>7</sup>

Terrorist threats are a permanent reality. Terrorist organizations have proven to be resilient, committed, and willing to adapt their tactics to achieve their goals. Avoiding a terrorist attack on U.S. soil depends directly on law enforcement leading successful detection and prevention programs.

New York State has overcome significant cultural and jurisdictional issues while encouraging local law enforcement and public- and private-sector counterterrorism vigilance. Complacency, however, has been a more insidious barrier to homeland security efforts. Within every law enforcement agency, it is tempting to shelve antiterrorism

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**Table 1. Initial Clues Leading to the Foiling of Terrorist Plots**

Plot Description	Initial Clue
Robert J. Goldstein et al., convicted of plotting to attack the Islamic Center of Pinellas County, Florida	Discovery during police investigation: Local police discovered weapons and a mission statement for an attack during a call for a domestic dispute.
Jamiyyat Ul-Islam Is-Saheeh group, convicted of plotting to attack Los Angeles Army National Guard facilities, synagogues, and other California targets	Discovery during police investigation: Local police investigation led to members being arrested for armed robberies of gas stations.
"Fort Dix Plot" group, convicted of plotting to attack service members at Fort Dix, New Jersey	Tip reporting suspicious activity: A Circuit City employee reported a video of group members firing weapons and calling for a Jihad (group members had given the employee the videotape to burn to a DVD).
Demetrius Van Crocker, convicted of plotting to use explosives and Sarin against U.S. targets	Tip reporting suspicious activity: The informant alerted authorities of Crocker's "antigovernment rants."

efforts because, daily, there are too many pressing issues for police to address. Yet New York's strategy draws strength and inspiration from DHS Secretary Janet Napolitano: "One thing I worry about quite frankly is complacency, and this notion that the Department of Homeland Security will take care of it. . . . We can coordinate, we can lead, we can do a lot of things, but they are shared responsibilities."<sup>8</sup>

What are our law enforcement executives' current challenges? They must inspire their teams to collect information, share all-crimes intelligence, and reinvigorate public and private partnerships. The following strategies to surmount these challenges are suggested in light of pressing economic and budgetary hardships. With the support of law enforcement leaders and their personnel, with some cooperation, understanding, and very little sacrifice, agency execu-

tives can reengage law enforcement, the private sector, and the public in the war against terrorism.

**State, County, Local, and Tribal Law Enforcement**

As in many states, New York's law enforcement community is comprised of hundreds of different federal, state, county, local, and tribal agencies. In this home-rule state, it is daunting to build consensus among agencies that vary in size, responsibility, staffing, and resources. Despite influential leaders coordinating and promoting counterterrorism initiatives, counterterrorism as a primary focus has diminished in many areas of the state. Whether the cause is complacency or issues related to prioritization of available resources, New York State is taking action to sustain strategic and tactical counterterrorism efforts.

In light of competing priorities, encouraging and maintaining law enforcement executives' support for counterterrorism programs remains a challenge.


Several recommendations to address this challenge follow:

- States should institute an organizational structure that coordinates counterterrorism efforts on a regional basis. To facilitate the collection and dissemination of homeland security-related intelligence and information, New York State was divided into 16 regional counterterrorism zones (CTZs). Each CTZ includes state, local, and federal representation and coordinates its activities with the New York State Intelligence Center (NYSIC) and the New York State Office of Homeland Security. Using the CTZ structure, agencies are able to pool resources and increase efficiency when conducting counterterrorism efforts. This structure should be headed by a governing body that encourages law enforcement executives to participate in discussions about counterterrorism progress, policies, and threats; set strategic goals; and advise the state's homeland security advisor. This governing committee should comprise federal, state, county,

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local, and tribal agencies. New York State established the Executive Committee on Counterterrorism (ECCT), which is composed of law enforcement executives from each of the CTZs. Insofar as possible, representation is drawn equally from police chiefs, sheriffs, and members of the New York State Police. New York's ECCT participation has fostered greater understanding and responsibility; quarterly meetings maintain interest in and support of New York's counterterrorism posture.

- "Red Cell" exercise participation tests the success of local law enforcement prevention, deterrence, and response protocols, along with the coordination and sharing of suspicious activity information. Red Cell operations engage multiple law enforcement agencies, the public, and the private sector. Exercises identify gaps and successes in counterterrorism planning. New York plans to expand Red Cell exercises throughout the state. Future plans call for the inclusion of bordering states, gradually expanding in complexity. Red Cells offer law enforcement executives the opportunity to stay engaged and test their agencies' vigilance, awareness, and information-sharing capabilities, as well as their community outreach efforts.
- Law enforcement executives should demonstrate their commitment to counterterrorism awareness and detection to patrol officers. Policies and procedures must be enacted that reward counterterrorism detection, reporting, and prevention efforts. New York's field intelligence officers (the equivalent to other states' terrorism, intelligence, or fusion liaison officers) are encouraged to communicate with officers and their supervisors, acknowledging their reporting and thanking them for their participation.
- Executives should review their promotion and evaluation processes to ensure that information sharing and intelligence efforts are rewarded.
- In line with best practices of intelligence-led policing, agency executives must incorporate counterterrorism awareness and intelligence collection programs into regular patrol operations. They should communicate with task forces, intelligence, and fusion centers, and ensure that patrol officers and their supervisors are provided with priority intelligence requirements.
- In light of this economy of preparedness, law enforcement agencies should make sure their police academy curricula address intelligence training and that refresher training for seasoned veterans encourages community engagement initiatives. Agencies should

incorporate counterterrorism training into basic and regular in-service law enforcement officer training. When providing counterterrorism and intelligence training, executives should consider reaching out to traditionally underrepresented criminal justice personnel such as federal, county, and state corrections officers. Expanding cultural awareness training for law enforcement increases familiarity with cultures and immigrant communities. Statewide, continued training on Suspicious Activity Reports (SAR) and intelligence collection will benefit patrol officers. The International Association

of Chiefs of Police (IACP) SAR Front Line Officer Training curriculum, being developed as part of the Nationwide SAR Initiative (NSI) training strategy, is a new tool to train law enforcement officers in the field. Further information on the three components of the NSI training strategy is available at <http://nsi.ncirc.gov/training.aspx>.

- Learn from the past and prepare for the future. Through the NYSIC's *Project Vigilance* state and local law enforcement will understand pertinent information about each suspect's background, movements, and activities. This demonstrates to local police officers that

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these individuals live, travel, work, and associate with other people within their jurisdictions during operational planning activities.

Actions speak louder than words: Joint Terrorism Task Forces (JTTFs) and fusion centers promote active federal, state, and local information sharing. The resources and experience of local law enforcement bring continuity to JTTFs and fusion centers.

Agency executives must heed several recommendations to successfully maintain and promote these centers:

- Seek alternative funding sources to enhance response operations. Limited funding creates disparate law enforcement deployment capabilities in response to new threat intelligence.
- Assign valid and substantive duties and cases to state, county, and local JTTF members—particularly cases tied to their geographical area of responsibility.
- Provide feedback and public recognition of task force members' contributions at board meetings, roll call, or official award ceremonies.
- Pursue federal and state funding for law enforcement personnel, including analysts, to work at JTTFs and fusion centers.

Timely communication between federal agencies and fusion centers speeds intelligence to law enforcement officers. Fusion centers require greater speed and more specifics on intelligence bulletins from the DHS and the FBI so local law enforcement remains a vital part of the team's defense and offense. This can be accomplished through continuous participation and dialogue by local law enforcement in organizations such as Global Justice Information Sharing Initiative, Criminal Intelligence Coordinating Council, and Interagency Threat Assessment and Coordination Group.

## Community Engagement

New York law enforcement strives to coordinate and sustain public sector outreach efforts. Recommendations for other agencies follow:

- Engage the community through community meetings and public service announcements to focus attention on reporting suspicious activity through existing mechanisms.
- Encourage civic leaders to invite local law enforcement for public presentations to communicate how they have enhanced routine patrol operations with counterterrorism training and awareness.
- Approach and extend services to isolated populations. With the assistance of law enforcement executives, evaluate the degree to which law enforcement engages immigrant communities—particularly Muslim, Somali, or other ethnic communities, which tend to

remain closed enclaves. Address deficits in community relationships with community policing, increased community leadership dialogue, and community-law enforcement education.

- Publicly acknowledge community leaders and citizens. Recognize and applaud their engagement and leadership in counterterrorism and anticrime efforts within the community.
- Brief community leaders after a significant counterterrorism case investigation, action, or arrest in the community. Any briefing must be timely, candid, and allow for a three-way dialogue between the community, the law enforcement officers, and the intelligence entities. Communities and leaders must provide enough information to assure them of the scope and seriousness of law enforcement action and to quell any discontent based upon misinformation.

## Business Support

Integrating the private sector supports counterterrorism efforts, discourages complacency, and reduces duplication of efforts and resources. Recommendations for engaging the business community follow:

- Develop strong private-sector partnerships. A host of industries share security concerns and find common ground in the fight against crime and terrorism. New York State law enforcement and New York's Office of Homeland Security conduct private sector outreach through a New York State-specific program, Operation SafeGuard. Operation SafeGuard is a public outreach program generating public awareness to private industry and sectors and to citizens in general by providing descriptions of potential terrorist indicators and suspicious activities, along with a means to report such activity through a 24/7 toll-free terrorism tip line. Other programs exist at the federal level, such as the FBI's InfraGard and the DHS sector-specific Information Sharing and Analysis Center (ISAC).
- Compare and share resources from the private sector and law enforcement through a private-sector committee. Developing and communicating tactical expectations in advance of an emergency will create transparency, diminish misunderstanding between primary partners, and guard against duplication of effort and resources. When a significant emergency occurs, preplanning ensures communication, appropriate response, business continuity, and communication.
- Plan an annual conference or teleconference with security directors

from the major companies within the state to create an open information-sharing environment and to enhance relations and discuss terrorism. Attendees should be briefed about shared concerns, such as cyberthreats, communications, business continuity capabilities, and critical infrastructure risks.

## Measuring Outcomes

Maintaining and enforcing robust counterterrorism efforts seems challenging enough, but beyond that, how should agency executives measure their success? This is an often overlooked aspect of counterterrorism strategies. While measurement largely relies on outputs rather than outcomes, the following suggestions might be relevant as jurisdictions establish baselines and measure changes across time:

- Increase and maintain consistent attendance of law enforcement executives at CTZ meetings.
- Track the number of intelligence and suspicious activity reports reported to fusion centers by local law enforcement.
- Evaluate the counterterrorism training and awareness programs developed for and completed by officers and executives.
- Increase Red Cell operations and ensure that after-action reviews are completed by participants.
- Consider "lessons learned" studies of thwarted terrorist plots to identify when and how law enforcement became aware of preplanning activities. Take steps to improve efforts.

FBI Director Robert Mueller noted that: . . . *With the emergence of homegrown terrorism, the role of our partners in state and local law enforcement becomes that much more important. They are the feet on the street—the first to see new trends in crime and terrorism . . . there is no room for complacency. . . . Our greatest weapon against terrorism is unity. That unity is built on information sharing and coordination among our partners in the law enforcement and the intelligence communities. It is built on partnerships with the private sector and effective outreach to the public as our eyes and ears. It is built on the idea that, together, we are smarter and stronger than we are standing alone.*<sup>9</sup>

Failure to reengage the interests, capabilities, and knowledge of officers and their communities in the war against terrorism places the United States at further risk for successful execution of terrorist acts. Concern about complacency has been central in recent years, especially as federal funding mechanisms are reprioritized. As the value of DHS funding is reviewed and scrutinized within the federal government, concern is generated that changes in priorities may substantially diminish federal, state, and local law enforcement focus and capabilities.



Using an all-crimes approach, law enforcement leadership must merge counterterrorism protocols with police operations. Skillfully observing, collecting, and sharing intelligence should be a mainstream law enforcement practice.

Certainly, a number of these proposed recommendations can be adopted with minimal resource reallocation. To effectively address complacency, however, the proposed recommendations should be reviewed by executive counterterrorism personnel and considered when evaluating existing programs.

Sustaining counterterrorism practices should not be solely driven by the availability of DHS funding. Plenty of cost-free steps can be taken, including the merging of existing counterterrorism practices and programs into traditional anticrime operations and promoting innovation and best practices by rethinking, refining, and funding current criminal intelligence practices to incorporate counterterrorism.

Law enforcement balances multiple roles: crime fighting, terrorism protection, community relations, and engaging the public. Defining and maintaining a clear and consistent message, by unifying federal, state, and local leadership, is one of the most significant factors in fighting complacency. Executives encouraging counterterrorism vigilance, partnering with public and private sectors, and pledging to support efforts for a secure future demonstrate commitment and send a clear message to other law enforcement officers. It is imperative that the leaders within federal, state, and local law enforcement agencies, in coordination with homeland security officers, acknowledge the challenges posed by counterterrorism operations and effectively blaze a path forward. Enacting these proposed recommendations will significantly diminish complacency and will reengage target populations to act appropriately when facing suspicious circumstances. ❖

#### Notes:

<sup>1</sup>J.J. Green, "'Earth-Shattering' Events Worry Chertoff" (includes an interview with Michael Chertoff), *WTOP Radio*, February 11, 2009, <http://www.wtopnews.com/?nid=251&sid=1342138> (accessed May 2009).

<sup>2</sup>J.J. Green, "'Complacency' Worries Top FBI Counterterrorism Official" (includes an interview with Michael Heimbach), *WTOP Radio*, July 14, 2008, <http://www.wtop.com/?nid=251&sid=1439724> (accessed May 27, 2010).

<sup>3</sup>Lorraine Woellert, "FBI Chief Tells Congress Terrorist Threat Grows More Worrisome," *Bloomberg Businessweek*, January 20, 2010, <http://www.businessweek.com/news/2010-01-20/fbi-chief-tells-congress-terrorist-threat-grows-more-worrisome.html> (accessed May 27, 2010).

<sup>4</sup>Chris Strohm, "Former Counterterrorism Czar Cites Creeping Complacency," *Government Executive.com*, May 26, 2005, <http://www.govexec.com/dailyfed/0505/052605c1.htm> (accessed June 29, 2009).

<sup>5</sup>United Nations Security Council, "'We Must Not Fall into Complacency' in Fight against Terrorism, Prime Minister of Spain Tells Security Council," press release, SC/7754, 4752nd Meeting (PM), June 5, 2003, <http://www.un.org/News/Press/docs/2003/sc7754.doc.htm> (accessed June 29, 2009).

<sup>6</sup>"Hard Won Lessons: The New Paradigm—Merging Law Enforcement and Counterterrorism Strategies," ed. Mark Riebling, *Safe Cities Project*, Manhattan Institute for Policy Research (January 2006), [http://www.manhattan-institute.org/pdf/scr\\_04.pdf](http://www.manhattan-institute.org/pdf/scr_04.pdf) (accessed May 28, 2010).

<sup>7</sup>As excerpted from John Hollywood, PhD, et al., "Building on Clues: Methods to Help State and Local Law Enforcement Detect and Characterize Terrorist Activity," research brief,

Institute for Homeland Security Solutions, RTI International (May 2009), 15, [https://www.ihssnc.org/portals/0/PubDocuments/Hollywood-5-4-09\\_psg-delinked.pdf](https://www.ihssnc.org/portals/0/PubDocuments/Hollywood-5-4-09_psg-delinked.pdf) (accessed May 28, 2010).

<sup>8</sup>Katie Connolly, "Napolitano Mum on SCOTUS, Gitmo; Worries about Complacency," The Gaggle blog, *Newsweek.com*, May 19, 2009, <http://www.newsweek.com/blogs/the-gaggle/2009/05/19/napolitano-mum-on-scotus-gitmo-worries-about-complacency.html> (accessed June 29, 2009).

<sup>9</sup>Director Robert S. Mueller III, Federal Bureau of Investigation, speech to the City Club of Cleveland, Ohio, June 23, 2006, <http://www.fbi.gov/pressrel/speeches/mueller062306.htm> (accessed June 11, 2009).

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# Geospatial Statistical Modeling for Intelligence-Led Policing

By Raymond Guidetti, Lieutenant, New Jersey State Police;  
and James W. Morentz, Ph.D., Senior Homeland Security Advisor, SPADAC Inc.

**G**eospatial statistical modeling is a growing tool in intelligence-led policing and takes a more proactive approach towards disrupting criminal activity. This case study examines how the New Jersey Regional Operations Intelligence Center (NJ ROIC) is applying geospatial statistical modeling to assist local police agencies with reducing violent crime.

The aim of intelligence-led policing is to anticipate and prevent crime and terrorism. Yet in order to design and implement a program of prevention, law enforcement leaders must have access to information that can uncover trends in the environment that relate to criminal or terrorist threats and other hazards, either natural or manmade. The analysis of these trends can further expose patterns: patterns that yield factors, and factors—when observed in other locales—that can reveal the high probability of reoccurrence, which leads to prevention. This case study will focus on how the NJ ROIC, through the use of geospatial statistical modeling technology,<sup>1</sup> has provided the Jersey City, New Jersey, Police Department with the intelligence necessary for structuring prevention initiatives aimed at reducing violent crime (see figure 1).

**Figure 1**



Geospatial statistical modeling for law enforcement is a methodology based on identifying discernable geospatial preferences associated with a perpetrator's conscious and unconscious activities leading up to criminal behavior, a gang action, or a terrorist threat. By applying a structured geospatial model, hundreds or even thousands

of geospatial factors can be fused together to produce geospatial patterns of statistical similarity among criminal location preferences. These patterns, once understood by analysts, can be mapped to a geographic area. Displayed visually as a density pattern, the analysis of these factors can aid in defining the probability that conditions exist for the specific activity of concern to emerge and, more importantly, its location. Further, the analysis of underlying factors permits the development of action plans to counter the event.

Stated simply, where an individual chooses to be tells a lot about what that individual chooses to do. Humans are influenced by conscious and unconscious factors. Among the more important factors is the environment around a person—the physical, natural, cultural, and social environment—which both constrains and influences behavior.

Geospatial statistical modeling uses statistical algorithms to model that environment, using sometimes thousands of types of measurements. It uses that model to compare the location of past crimes and the features of the environment where those crimes occurred. It then produces a statistical characterization of the environment, which shows not only what is known, but also what is unknown. It shows the previously unknown areas of the environment that are suitably similar to where past crimes occurred so as to create a statistical likelihood of future crimes occurring in those geographic locations. It then uses that assessment to create a likelihood map of where future crimes may be located. Analysts, investigators, and law enforcement personnel can then use these likelihood maps as objective and scientific means to understand the environment for which they seek to police.

Thus, the model does not produce dull statistics. Rather, it identifies the geospatial preference of perpetrators for future crimes on a map like the one shown in figure 2. Here, the darker the color, the higher the likelihood that the geospatial features of

the environment are conducive to crimes like those modeled. When viewed in more detail, important decisions about crime prevention and response can be made.

Geospatial statistical modeling provides law enforcement personnel answers to questions which often times go unanswered. These questions include the following:

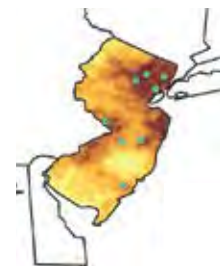
- Where is a crime—a shooting, a drug deal, a gang action, and so forth—most likely to occur?
- Where is the greatest officer safety risk or law enforcement opportunity?
- How should agency resources best be deployed?
- What has changed in the criminal environment since yesterday?
- What can the department expect to be different tomorrow?
- How can officers influence others' actions to achieve strategic goals?

Geospatial statistical modeling uses statistical algorithms to produce objective assessments of the environment in which crime occurs. It then uses that assessment to identify other areas with a statistical similarity to the crime areas and creates a likelihood map of where future crimes may be located. Analysts, investigators, and commanders can apply these likelihood maps to support intelligence production, investigations, and strategic planning in an objective manner.

## The New Jersey Project

The following case study traces the use of a geospatial statistical modeling tool through one validation test against real crime data from Jersey City. The results of this analysis show the strategic, operational, and tactical value of this type of analysis in helping law enforcement commanders and investigative personnel to employ data, statistics, and analytics to improve enforcement operations, investigations, and intelligence

**Figure 2**







initiatives. The NJ ROIC is at the center of this case study because it has provided the Jersey City Police Department with access to analytical capacities to which it otherwise would not have had access.

The NJ ROIC is an "all-crimes, all-threats, all-hazards" fusion center that supports law enforcement and homeland security agencies across New Jersey. Part of its mission is to assist law enforcement agencies with carrying out the governor's *Strategy for Safe Streets and Neighborhoods*.<sup>2</sup> The governor's plan is aimed at channeling law enforcement resources at gangs, guns, and repeat violent offenders present throughout the state. In response, the NJ ROIC designed its analytical initiative, titled Project Watchtower, comprised of three core elements: NJ POP (Pins on Paper) focuses on gun violence; NJ TAG (Targeting the Activities of Gangs) focuses on targeting the activities of criminal street gangs; and NJ Trace focuses on tracing crime-related guns entering New Jersey.

Since March 2009, the Jersey City Police Department has hosted a biweekly information sharing and coordination meeting with its allied partners who have an interest in addressing the violent crime problem occurring in that jurisdiction. At these meetings, the NJ ROIC provides police commanders and investigators with intelligence derived from its Project Watchtower initiative, which is specific to Jersey City. This intelligence aids the police with developing enforcement and investigative operations.

#### Interpreting Jersey City's Shooting Environment

The NJ ROIC's highly developed NJ POP is an effective, web-based data collection and analytical application that focuses on

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shooting incidents in which a victim is struck with a projectile. Originally deployed to a few high-crime jurisdictions, the application is now operating throughout the state, collecting data on shootings within hours of their occurrence. The shooting data for Jersey City was available for analysis starting in December 2008.

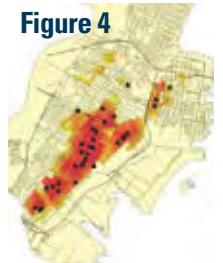
Shooting incidents are one of those criminal acts about which it is easy to develop a mental "mind map." Shootings occur in high-crime areas. Shootings occur where there are obvious criminal elements and where there are obvious criminal attractors, such as drugs, money, alcohol, and pornography. All of these things and more would lead law enforcement investigators and patrol officers to predict from their experience that future shootings would occur.

There is a history of shootings along a narrow corridor in central Jersey City, shown in figure 3. Experience says that the next shootings will be along that corridor. After all, that is where shootings have occurred throughout December into March. But the goal of intelligence-led policing is to use this information to anticipate the future—and act on it.

**Figure 3**



**Figure 4**



The geospatial statistical modeling application has helped to anticipate the future by identifying areas in which future criminal acts are most likely to occur based on similar past criminal acts.

The analysis uses as much geospatial information that is available, including census data; locations of buildings, parks, bus stops, and churches; and social facilities such as bowling alleys, food marts, bars, restaurants, and basketball courts; and economic data. The objective is to paint a picture of the community that can be statistically characterized, identify where previous crimes took place, and then fuse this information to create a statistical portrait of the preferred locations for those crimes. Finally, this leads to the ability to identify other places that have a likelihood of being preferred for those crimes. This will help neighborhoods and police understand what might happen there in the future and to develop plans to counteract criminal activities. Figure 4 shows the results of such an analysis. More than 500 different geospatial factors in the environment were included in this analysis.

The shooting incidents in Jersey City from December through March provided the locations of the criminal acts. The red color indicates areas which are geospatially similar to locations where shootings occurred historically. The darker red indicates the higher the likelihood that if a shooting occurs, it will be in a geospatially similar area. This density map of Jersey City shows the environment most conducive to future shootings.

### Testing the Model

The NJ ROIC has become a test bed for the transfer of a geospatial statistical modeling tool, once limited to the military and intelligence community, into the domestic law enforcement community. As a result, armed with the December 2008 through March 2009 shooting assessments from NJ POP, the test of the model's accuracy was the next objective.

Using the forecast of future shootings from the December through March assessment, the April and May shootings (green and blue dots) were plotted, as shown in figure 5. Two findings emerge from this assessment.

The first important finding is that all but one of the April and May shootings fell within the high-likelihood area. The one April shooting that was not anticipated by the model occurred within two or three blocks of the forecast shooting areas. However, this shooting becomes part of a



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special analysis to determine how it was different and, if relevant, will be used to improve the model.

The more homogeneous analysis events are, the better the model narrows the area of likelihood. If drug-related shootings, gang retribution shootings, domestic violence, and armed robbery shootings are lumped together, the results are less accurate in forecasting future locations of events, than if events are analyzed separately. This is part of the special methodology learned in the military and intelligence community that can be transitioned to domestic law enforcement.

The second important finding is that the shootings appear to have moved west. This raises strategic questions that can be addressed by the Jersey City police, such as the following:

- Were there more patrols along the high-crime corridor that pushed shootings into new areas?
- Were there social or cultural activities along the high-crime corridor that pushed shootings to the west?
- Were there opportunities to the west, such as street fairs, markets, and drug dealing, which took violence to new streets?

Geospatial statistical modeling does not answer all these questions. Rather, it provokes additional analyses by investigators and police leadership to look at the strategic impact of the statistical analysis of the crime environment to see if there are actions that the community can control that are making a difference in crime.

With both the strategic and tactical findings, the forecast modeling of likely areas of future shootings based on past shootings seems to be relevant and accurate.

### Potential Impact Elsewhere

The test of the December through March data did a good job of identifying the most likely areas for shootings in April and May. However, it also identified some areas of special interest, as shown in figure 5. The arrow and circle show several blocks where, in the previous half year, there have been no shootings. Yet the geospatial environment is within the top 15 percent of most likely areas to be conducive to future shootings.

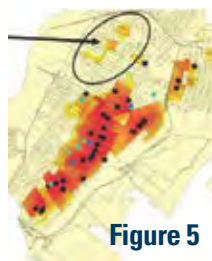


Figure 5

As discussed before, geospatial statistical modeling is not conducted in isolation. Rather, it is an integrated part of the entire investigative process—it is one input that investigators and managers should include in their analyses of how best to carry out law enforcement efforts.

This finding may suggest several courses of action. One might ask if there is something special about that area that repels shootings, such as a strong youth organization or church activity. One might ask whether there is special police activity in the area that repels crime. One might ask whether the area is simply lucky. But no matter what questions remain, the potential for geospatial statistical modeling to open a new dialogue, provide new facts, create new assessments, and raise new questions is the essence of intelligence-led policing.

### The Unfortunate Success

The geospatial statistical modeling assessment described here was conducted in early June 2009. An important part of that project is determining how geospatial statistical modeling can become part of the law enforcement investigation concept of operations. The first part of the project examined the existing concept of operations and identified places in investigations where analytics could be inserted to make a contribution. In New Jersey, the excellent working relationship with high-crime cities offered a way to obtain crucial investigation information, convert it into geospatial analysis (thus eliminating personal information and avoiding any privacy concerns—all geospatial statistical modeling needs to know to make an assessment is the location and the crime), and then insert the geospatial analysis into the investigation process in a way that materially helps the investigation.

That process is starting to work and expand, but in June 2009, it was just beginning.

On the night of June 8, 2009, a shooting occurred in one of the areas where no shootings had occurred in the previous eight months, yet it was identified only days before as a high-likelihood shooting area (see figure 6). This was an unfortunate but meaningful way to demonstrate the value of geospatial statistical modeling.



Figure 6

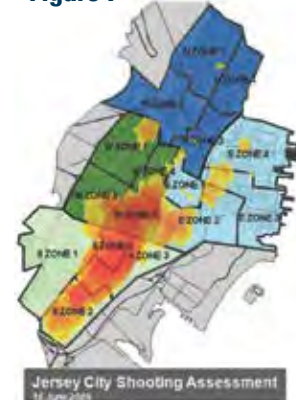
### Influencing Decision Makers

The inclusion of geospatial statistical modeling enables intelligence enterprises, such as the NJ ROIC, not only to better interpret their environments and uncover patterns, but also to strengthen their capacity to deliver visually descriptive and relevant

intelligence products needed to influence police commanders and line personnel.

With regard to impacting public safety, Jersey City Police commanders, after receiving a map (see figure 7) showing the likelihood shooting assessment overlaid on police precincts and districts, were able to tailor their enforcement and investigative efforts toward high-probability violent crime areas. This simple method of increasing awareness of the environment is an example of how geospatial statistical modeling can make a difference in a commander's arsenal. By merging incident data with geospatial environmental data to identify the likelihood that specific areas will be affected by crime in the future, commanders can allocate their finite resources efficiently and effectively.

Figure 7



At New Jersey's fusion center, the integration of geospatial statistical modeling into the analyst's toolbox is enabling individuals to graphically display high-probability violent crime areas. This has increased police officers' abilities to uncover crime trends in the Jersey City criminal environment. This technology, originally and operationally used by the military, can transfer easily to analyze terrorist threats and other domestic environmental hazards. Essentially, geospatial statistical modeling is strengthening the fusion center's ability to carry out intelligence-led policing. ♦

This case study is based on the testing performed at the NJ ROIC of the Signature Analyst geospatial predictive analytic software produced by SPADAC Inc. as part of an ongoing project by the Department of Homeland Security, Directorate of Science and Technology.

### Notes:

<sup>1</sup>Through a project funded by the Department of Homeland Security, Directorate of Science and Technology, at the NJ ROIC, SPADAC Inc. has been working with fusion center analysts to determine the viability of transferring technologies and associated methodologies from the military and intelligence community to domestic law enforcement.

<sup>2</sup>Jon S. Corzine, *A Strategy for Safe Streets and Neighborhoods* (New Jersey, October 2007), <http://www.nj.gov/oag/crimeplan/safe-exec-summm-complete.pdf> (accessed June 25, 2010).





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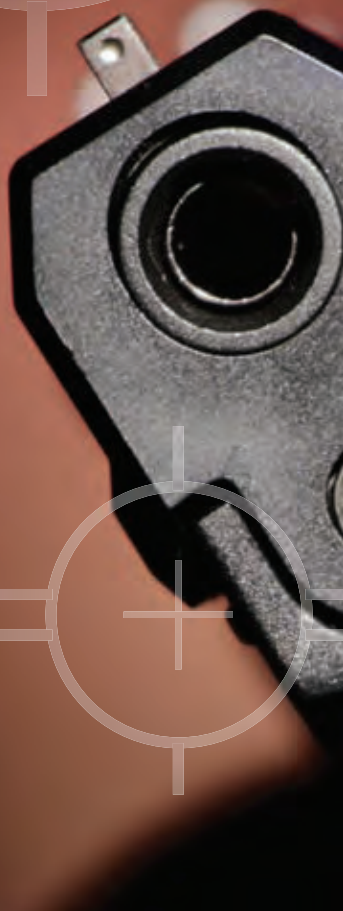
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# STOPPING Random Gunfire in Phoenix

By Sergeant Tommy Thompson, Phoenix, Arizona, Police Department



Faced with a growing epidemic of random celebration gunfire during holidays, the Phoenix Police Department in Phoenix, Arizona, said, "Enough is enough," and began combating this problem with an unusual, if not unique, two-pronged approach. The approach, which consists of an educational phase and an enforcement phase, has cut random gunfire on New Year's Eve and New Year's Day by 64 percent over the last seven years.

In June 1999, 14-year-old Shannon Smith was talking on the telephone in the backyard of her central Phoenix home. A bullet that was fired into the air over a mile away struck her in the head, tragically ending her life. This incident galvanized the community to action. In a grassroots effort, Otis and Lory Smith, Shannon's parents, went to work with then-city council member and current Phoenix Mayor Phil Gordon to make a change. They united with law enforcement officials, prosecutors, politicians, and citizens to change the law. The National Rifle Association became involved and supported the change as well. The result was the creation of Arizona Revised Statute 13-3107, respectfully called "Shannon's Law," which

made it a felony for anyone "who with criminal negligence discharges a firearm within or into the limits of any municipality"<sup>1</sup> in Arizona.

Prior to the passage of this law in 2000, it was only a misdemeanor to carelessly discharge a firearm in a city or town. By designating such action a felony, police officers were given a valuable tool to make the community a safer place. However, even with the change in the law, the crisis of random gunfire continued to grow. The tool was there, but like any good tool, it was useless if it wasn't used.

## The Stop Random Gunfire Project

At a Violence Impact Project meeting in December 2003, the Phoenix Police Department named the reduction of random gunfire a top priority. New Year's Eve was approaching quickly, and random gunfire would continue to be a problem if changes were not made soon. As the problem was being discussed, a veteran sergeant said, "I believe a lot of it comes from good people . . . who just don't understand that it's dangerous and illegal to shoot into the air. We have to do something now to stop the problem." Those in the meeting agreed and the first New Year's Eve and New Year's Day "Shannon's Law Operation" was born.

On that first Shannon's Law Operation in 2003, random gunfire—measured by "shots fired" calls received by the Phoenix Police Department Communications Bureau—decreased by 18 percent throughout the city from the previous year. In the heavily targeted Violence Impact Project area—an area of focus because of historically high incidents of violent crime—the decrease was more than 43 percent. The operation was deemed a success and has become an annual event.

For the past seven years, the Phoenix Police Department has conducted Shannon's Law Operations each New Year's Eve and New Year's Day. As previously mentioned, the first year brought an 18 percent reduction in gunfire throughout the city between 11:30 p.m. and 12:30 a.m., when the gunfire reaches its peak, followed by an 11 percent reduction the second year, and

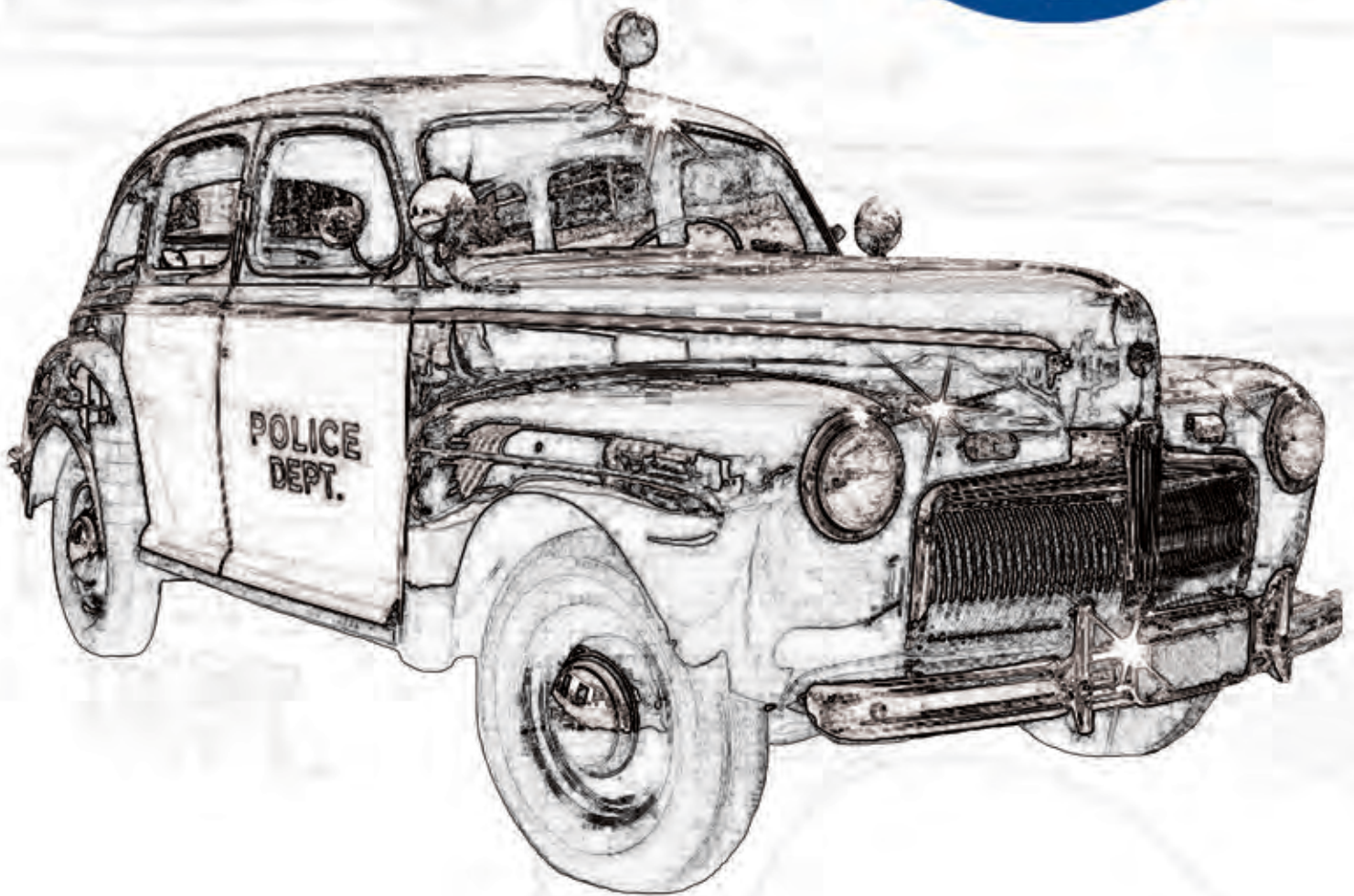
## New Year's Eve Shots Fired Calls for Service December 31 – 2330 Hour through January 1 – 0030 Hour

### All Incoming Calls (Shots Fired Only) By Year for 2330-0030 Hours Only

Year	Shots Fired	Year	Percent Change
1998/1999	994		
1999/2000	635		
2000/2001	752		
2001/2002	718		
2002/2003	759	01/02 to 02/03	6%
2003/2004	624	02/03 to 03/04	-18%
2004/2005	555	03/04 to 04/05	-11%
2005/2006	463	04/05 to 05/06	-17%
2006/2007	526	05/06 to 06/07	14%
2007/2008	357	06/07 to 07/08	-32%
2008/2009	402	07/08 to 08/09	13%
2009/2010	271	08/09 to 09/10	-33%



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a 17 percent reduction the third year. After seven years, "shots fired" calls between 11:30 p.m. and 12:30 a.m. on New Year's Eve and New Year's Day have been reduced by 64 percent.<sup>2</sup> More importantly, citizens have stated that they have observed a significant decrease in gunfire. Tenured officers who work at the department have noticed that decrease as well.

### Key Phases: Education and Enforcement

The Shannon's Law Operations have gone through an evolutionary process over the years. They are broken down into two phases: education and enforcement. Without question, the greatest impact has come from the educational phase, which deserves further examination. The success of this phase has come through community partnerships among neighborhood groups, faith-based groups, business groups, schools, community leaders, the media, and the Phoenix Police Department, which together educate the community.

**Education:** The educational phase is broken down into several parts. Working with the nonprofit organization Arizonans for Gun Safety, the Phoenix Police Department kicks off the first part of Shannon's Law Operations' educational phase in September. At that time, children in kindergarten through eighth grade are invited to par-

ticipate in a "Stop Random Gunfire Poster/Billboard Contest." The children design a poster with a slogan aimed at stopping random gunfire. The contest lasts two months and the winning poster is transformed into a billboard that December. The winner wins a trip to Disneyland in Anaheim, California, paid for by community donations.

One significant requirement of the contest is entrants must have signed permission slips from their parents or guardians to enter. This means the message is carried directly into homes where the purpose of the contest can be discussed among family members—some of whom may have been previous violators. In 2009, more than 1,300 students from 19 different school districts in Phoenix participated. The posters are judged by members of the media and city leaders on the basis of which one best conveys the message "Stop Random Gunfire," and which one will best lend itself to a billboard display in a high-traffic area. This objective allows a kindergarten student to have as much of a chance of winning as an older child. The contest consistently receives a great deal of media coverage, which further spreads the message.

The second part of the educational phase involves creating and distributing flyers and door hangers, printed in English on one side and Spanish on the other. The flyers are passed out during the weeks prior to New

Year's Eve to solicit support from members of the community and inform them that enforcement teams will be searching for violators. Neighborhood groups, community leaders, and police officers go from door to door, passing out the flyers and asking the community to spread the word. With the assistance of the local liquor distributors, thousands of signs have been placed in retail liquor establishments to educate the community. Additionally, the flyers are mailed out in neighborhood association newsletters, and schools send them home with students. As many as 50,000 flyers are distributed each year.

The third part of the educational phase involves the media. The English and Spanish media, both printed and electronic, have worked with the Phoenix Police Department to publicize upcoming events through interviews and articles. In addition, the media has traveled with enforcement teams on the nights of the operations to provide additional coverage of the events. Reports air live on New Year's Eve to remind the community that officers are out on patrol to inform the community and arrest violators. The importance of media involvement cannot be overstated and has been absolutely crucial to the success of the operations.

The fourth part of the educational phase actually occurs on the night of the operation. Following an operational briefing, the enforcement teams—officers from the SWAT team, the Gang Enforcement Unit, the Weapons Enforcement Unit, the Neighborhood Enforcement Teams, and the Patrol Squads—visit assigned areas, locate large gatherings, and distribute flyers at those locations. The impact of "high-speed, low-drag" tactical officers in raid gear knocking on doors to remind people they will be out enforcing the law is amazing. Hundreds of such contacts are made each New Year's Eve.

**Enforcement:** The educational phase transitions into the enforcement phase of the Shannon's Law Operations on New Year's Eve. As 12:00 midnight approaches and gunfire begins to occur, the enforcement teams transition their roles from educators to enforcers. They stop passing out flyers and begin to hunt for violators. The teams position themselves in their assigned zones where they can see violators shooting and move in to safely arrest them.

Prior to the Shannon's Law Operations, 12:00 midnight on New Year's Day was a time for officers in high-gunfire areas to find cover under a bridge or a garage until the gunfire subsided. Now these same officers understand that the only way enforcement action can be successful is if they move toward the sound of the gunfire rather than away from it. A change of philosophy was in order for many officers and supervisors, and for some this was no small task.

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Safety is absolutely paramount in these operations, and it is dealt with every year in several ways. First, training is given prior to the operation through roll-call training tapes, as well as during the operational briefing, reminding officers of the difference between cover and concealment. In addition, proper contact and cover techniques are reviewed.

Second, officers are reminded that most violators are involved in celebratory gunfire, as opposed to other types of criminal activity. In addition, there is a high probability that the violators have been drinking. When an officer orders a person who is shooting into the air to lower or drop a weapon, there is a good chance the violator may inadvertently point a weapon in the direction of officers without intending to threaten them. In this type of an enforcement action, strict firearms discipline must be adhered to.

In the past seven years, there have been no officer-involved shootings in any of the New Year's Eve and New Year's Day operations, which involve hundreds of officers, because of the steps taken. This is due in part to the training reminders given to the officers, which are based on training they received earlier in their careers. Another key factor in this record of safety is the supervisors who are assigned to work specific zones with their teams. When the teams are approaching and communicating with violators, the supervisors are normally there with them.

During the first several years, the arrested violators were taken to the multiagency Command Post/Processing Center. At that point, the Processing Center was staffed with personnel to help process the arrested and the evidence. In addition, booking personnel were on hand to take custody of the arrested violators when the processing is complete. This provided a one-stop shop for the officers who arrested violators. During the last several years, the Command Post remained staffed, but officers processed their arrested violators and the evidence at their respective precincts.

## Lessons Learned

The Shannon's Law Operations conducted by the Phoenix Police Department to stop random gunfire on New Year's Eve and New Year's Day rely on education and enforcement—with the emphasis placed on education. Educating the community is not a new concept for law enforcement officials. However, the extent to which it is used in these operations is unusual, if not unique. For many, this is a significant departure from traditional crime prevention and reduction techniques in which the emphasis is often placed on enforcement efforts. However, the change that the city of Phoenix has experienced through the Phoenix Police Department and its partners has resulted in significant and measurable success.

There is still room for improvement, but these operations have successfully reduced random gunfire in Phoenix by 64 percent in seven years. Undoubtedly, this same success can be achieved elsewhere throughout the United States through this type of cooperative operation, which employs education combined with enforcement. In jurisdictions where no laws like Shannon's Law currently exist, other endangerment or assault laws may apply and be useful in the effort to stop random gunfire in municipalities. The success of the project indicates that many other law enforcement and community challenges could be addressed with this formula of education and enforcement. ❖

## Notes:

<sup>1</sup>Arizona Criminal and Traffic Law Manual, A.R.S. 13-3107 (Charlottesville, Virginia: Matthew Bender & Company, Inc., 2007).

<sup>2</sup>New Year's Eve "Shots Fired" Calls for Service; 11:30 p.m., December 31, 2009, through 12:30 a.m., January 1, 2010; Phoenix Police Department, Crime Analysis and Research Unit (CARU).



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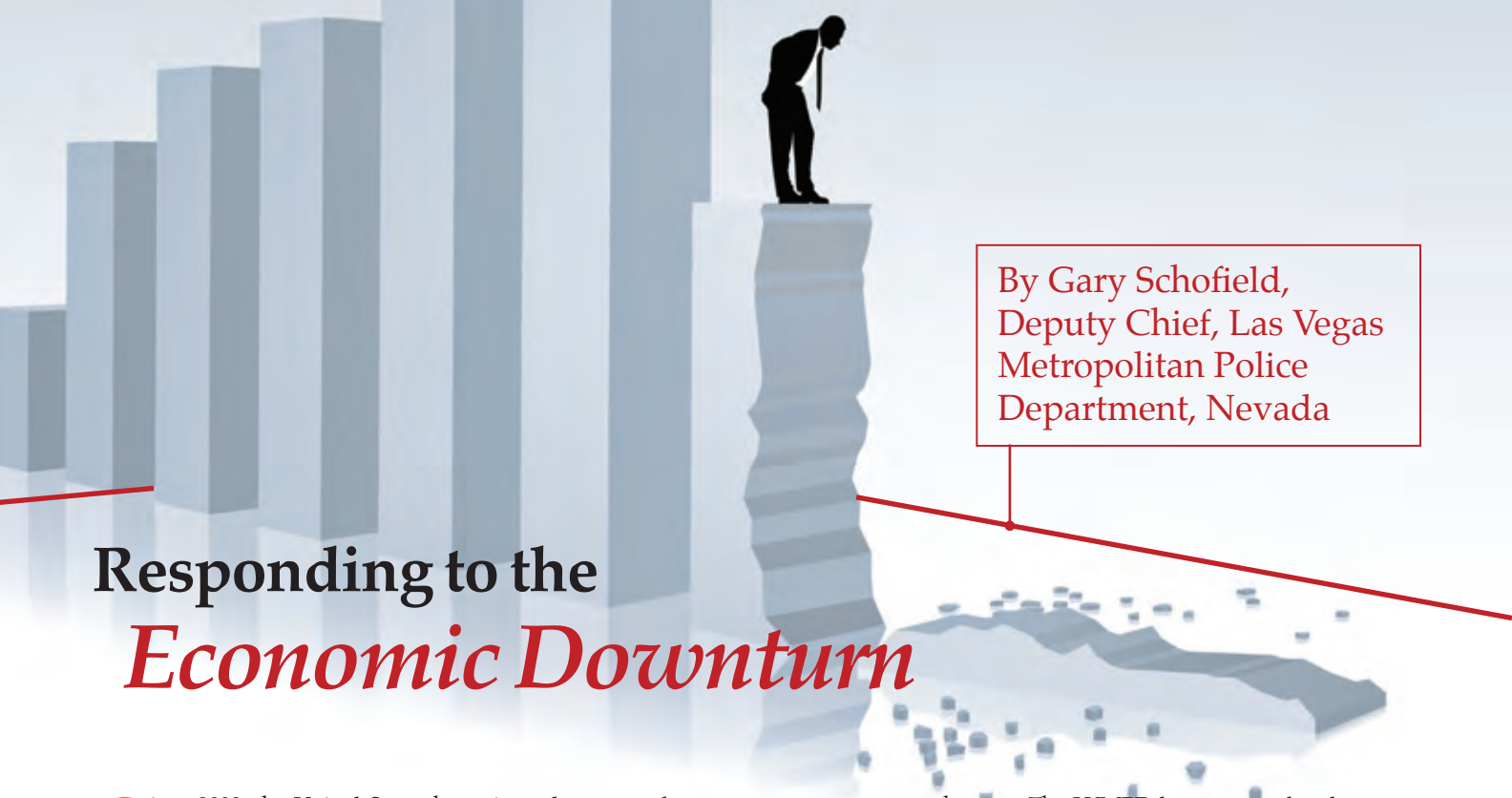


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By Gary Schofield,  
Deputy Chief, Las Vegas  
Metropolitan Police  
Department, Nevada

## Responding to the *Economic Downturn*

Since 2008, the United States has witnessed an economic downturn that has had a marked impact on the lives of the citizens across the country, and especially in the Las Vegas, Nevada, community. The southern Nevada region has been severely impacted by this crisis, and by December 2008, the region had the third highest rate of foreclosures in the nation. Property prices dropped by 41 percent, and the impact on the construction industry was severe. The unemployment rate was approaching 10 percent by the end of 2008 and continued to grow in 2009. Major casino resort corporations shelved large projects and still face severe financial concerns.

By March 2009, continued downturns in all major economic indicators had occurred in southern Nevada. The unemployment rate had reached 10 percent, the tourist volume had double-digit reductions, and the tax revenue streams have all seen significant drops.

The Las Vegas Metropolitan Police Department (LVMPD) is a consolidated police agency that provides primary police and corrections services to a county of approximately 7,000 square miles. The agency serves the major core metropolitan areas in the city of Las Vegas and the unincorporated urban and rural areas in Clark County. The agency also operates the major detention facilities in the county, provides police services to McCarran International Airport, and offers numerous other regional services including search and rescue, an intelligence fusion center, and a dispatch center (Metrocom).

The LVMPD's vision is to make Las Vegas the safest community in America. As the depth and breadth of the economic

downturn became more apparent, the agency recognized that issues such as the high-unemployment rate, business and bank failures, and high foreclosure rates all have an impact on the agency's ability to achieve its vision and accomplish its goals. Those goals follow:

- To prevent, reduce, and disrupt crime and terrorism
- To recruit, train, and develop its employees
- To initiate timely and open communication
- To develop and implement solutions to improve traffic safety
- To effectively use innovation and technology

### **The Agency's Approach**

When faced with any major issue, people are most concerned with how the outcome will affect them. The question "How will this change impact me?" is omnipresent. Police department employees are members of the community and crises impact them, their families, and their friends. The LVMPD sheriff initiated an open dialogue in 2008 concerning the issues surrounding the economic crisis. This discussion was carried by the agency leadership from the sheriff to all parts of the agency. The hallmark of keeping communications timely and open required transparency on all aspects of the crisis. By understanding the needs of the employees, addressing their concerns, and then setting a path toward a goal, the agency has been able to focus on the future. The open and frank conversations have allowed agency employees to meet head-on the area's economic challenges.

The LVMPD began to undertake a proactive approach on several fronts to ensure that the department addressed the variety of issues surrounding the economic downturn.

### **Budget Development during the Economic Downturn**

The LVMPD is funded by both the city of Las Vegas and Clark County for urban police services. Rural county areas and the detention operations are fully funded by Clark County. Las Vegas's McCarran International Airport is provided contractible police services by the agency. In addition, self-generated revenue also funds operations. Funding streams saw a significant reduction, and this reduction has impacted the LVMPD.

The sheriff set as a goal that the agency's budget submittal would have a zero percent growth factor, through a mandate given to each commander. Each bureau commander then developed and presented proposals to their peers and the agency leadership.

The open review resulted in the LVMPD making significant reductions. Those reductions, coupled with reductions based on the new collective-bargaining agreement, resulted in 26.1 million dollars in savings. This savings came, in part, from eliminations of 26 civilian positions and 13 temporary positions that when vacated went unfilled. Vehicles and equipment procurement were analyzed to ensure only required purchases were made. In addition, all aspects of the operation were critically reviewed to identify areas to cut costs.

The discussions that occurred resulted in a significant reduction in LVMPD's budget, allowing the sheriff to be able to pres-



ent a zero growth budget request to the funding bodies.

### Contract Development during the Economic Downturn

The major costs to the LVMPD, and to most police agencies, are the salary and benefit packages provided to employees.

The LVMPD has three labor associations under collective-bargaining agreements:

- The Las Vegas Police Protective Association, which represents all police and corrections officers
- The Las Vegas Police Managers and Supervisors Association, which represents all police and corrections sergeants, lieutenants, and captains
- The Las Vegas Police Protective Association, Civilian Employees, which represents all civilian employees

Appointed employees are not represented by any association and serve at the pleasure of the sheriff.

The agency included the associations in the budget hearing and provided them with all available information on fiscal issues. Numerous meetings were held with association leadership, which further assisted the agency in making the case that the agency's fiscal problems were serious and required immediate attention.

The current contract with the Police Protective Association was reopened for

negotiations in 2009. Instead of a multiyear contract, a one-year contract was put in place. In years past, the negotiations took several months. But by March 2009, a tentative agreement was in place; the negotiation was completed in 30 days and resulted in a one-year tentative contract with no cost-of-living increase.

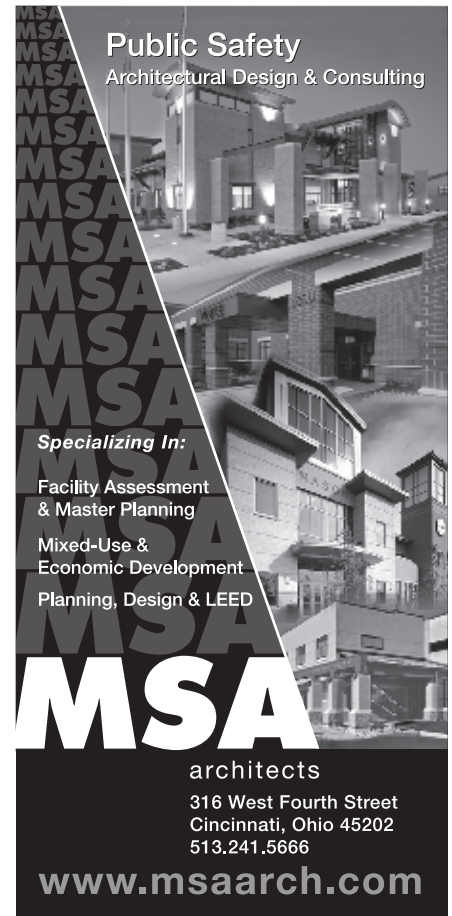
Negotiations with the Police Protective Association, Civilian Employees, began upon completion of the Police Protection Association's contract. These negotiations were also completed in record time and resulted in a reduction of the cost-of-living increases made to civilian employees.

### Operations during the Economic Downturn

Using a strategic planning process, the LVMPD began to explore ways in which the agency could use its unique role in the community to put in place a plan to address issues that have impacted citizens and employees from an operational standpoint.

The agency invited agency members, both civilian and commissioned, to be part of the process. Large focus groups were assembled. The participants were asked to complete a strengths, weaknesses, opportunities, and threats (SWOT) analysis concerning the economic crisis and the LVMPD.

The first session was used to conduct a SWOT analysis and to gather answers



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**Table 1: Community-Wide Issues: Top Three Priorities of Focus Groups**

Group	First Priority	Second Priority	Third Priority
1	Stress on the family leading to more domestic violence	Need to identify resources to which officers can direct citizens for help	Foreclosure rates that lead to more abandoned homes
2	Stress on the family leading to more domestic violence	Unemployment rate increase	Support agency cutbacks
3	Stress on the family leading to more domestic violence	Unemployment rate increase	Foreclosure rates that lead to more abandoned homes
4	Stress on the family leading to more domestic violence	Unemployment rate increase	Need to identify resources to which officers can direct citizens for help
5	Unemployment rate increase	Stress on the family leading to more domestic violence	Support agency cutbacks
6	Stress on the family leading to more domestic violence	Need to increase visibility	Unemployment rate increase
7	Unemployment rate increase	Stress on the family leading to more domestic violence	Foreclosure rates that lead to more abandoned homes
8	Unemployment rate increase	Stress on the family leading to more domestic violence	Foreclosure rates that lead to more abandoned homes
9	Stress on the family leading to more domestic violence	Support agency cutbacks	Unemployment rate increase
10	Unemployment rate increase	Stress on the family leading to more domestic violence	Support agency cutbacks

related to what the agency was currently facing and may face in the future, as related to the economic downturn. More than 100 responses from the large number of participants were gathered. The responses were then analyzed and two broad categories of major concern were discovered: community-wide issues and agency issues.

Participants were then asked to go back to their workplaces and to their communities and return with any further concerns. Those additional ideas were gathered and categorized.

The agency then held a second session. During this session, participants were asked to rank the various community- or agency-wide issues, with the understanding that this ranking system would help the agency prioritize issues it could address immediately. Agency executives used these rankings to develop strategies that were assigned to various parts of the LVMPD. Strategy implementation progress was reported each month to the department's Economic Downturn Steering Committee.

**Community-Wide Issues Identified**

During the discussions conducted by the 10 focus groups, the following were identified as the top issues impacting the community (see table 1):

- **Issue 1:** "Stress on the family leading to more domestic violence" was mentioned ten times by the groups. In six groups, the issue was rated as the top priority, and in four groups, it was the second priority. The issue ranked consistently as the first or second priority in all ten groups.
- **Issue 2:** "Unemployment rate increase" was ranked as the top priority four times, as the second priority three times, and as the third priority twice.
- **Issue 3:** "Support agency cutbacks" was mentioned four times by the groups as an issue impacting the community.
- **Issue 4:** "Foreclosure rates that lead to more abandoned homes" was mentioned four times by the groups.

The LVMPD moved to address these issues in the following manners:

**Issue 1: Stress on the family leading to more domestic violence.** Because of the higher levels of substance abuse coupled with higher unemployment, the agency took proactive steps to reduce domestic violence. Several studies have shown a correlation between incidences of domestic violence and substance abuse and between incidences of domestic violence and unemployment.<sup>1</sup> The Crimes Against Youth and Family (CAYF) Bureau and the area commands worked in concert to develop and implement a plan to address increases in domestic violence.

The LVMPD's plans to address domestic violence comprise a more intense response protocol to incidences of domestic violence.

A new protocol has been put in place for the response to domestic violence calls. What was added is a phone call to a domestic violence outreach organization, such as SafeNest, Westcare, and Rape Crisis. The officer on the scene offers to make a phone call on behalf of the victim.

These nongovernmental organizations provide victims access to counseling, shelter, and other types of community support as well as transportation. This new response was put in place only after strong partnerships with faith-based groups and community groups were first established.

If the victim declines to talk to counselors while the officer was at the scene, the CAYF section makes a follow-up call the next day. The victim advocate detail then will make follow-up calls to the households from which the domestic violence calls occurred.

The LVMPD public website was updated to add information concerning domestic violence. The website includes

- public service announcements on domestic violence;

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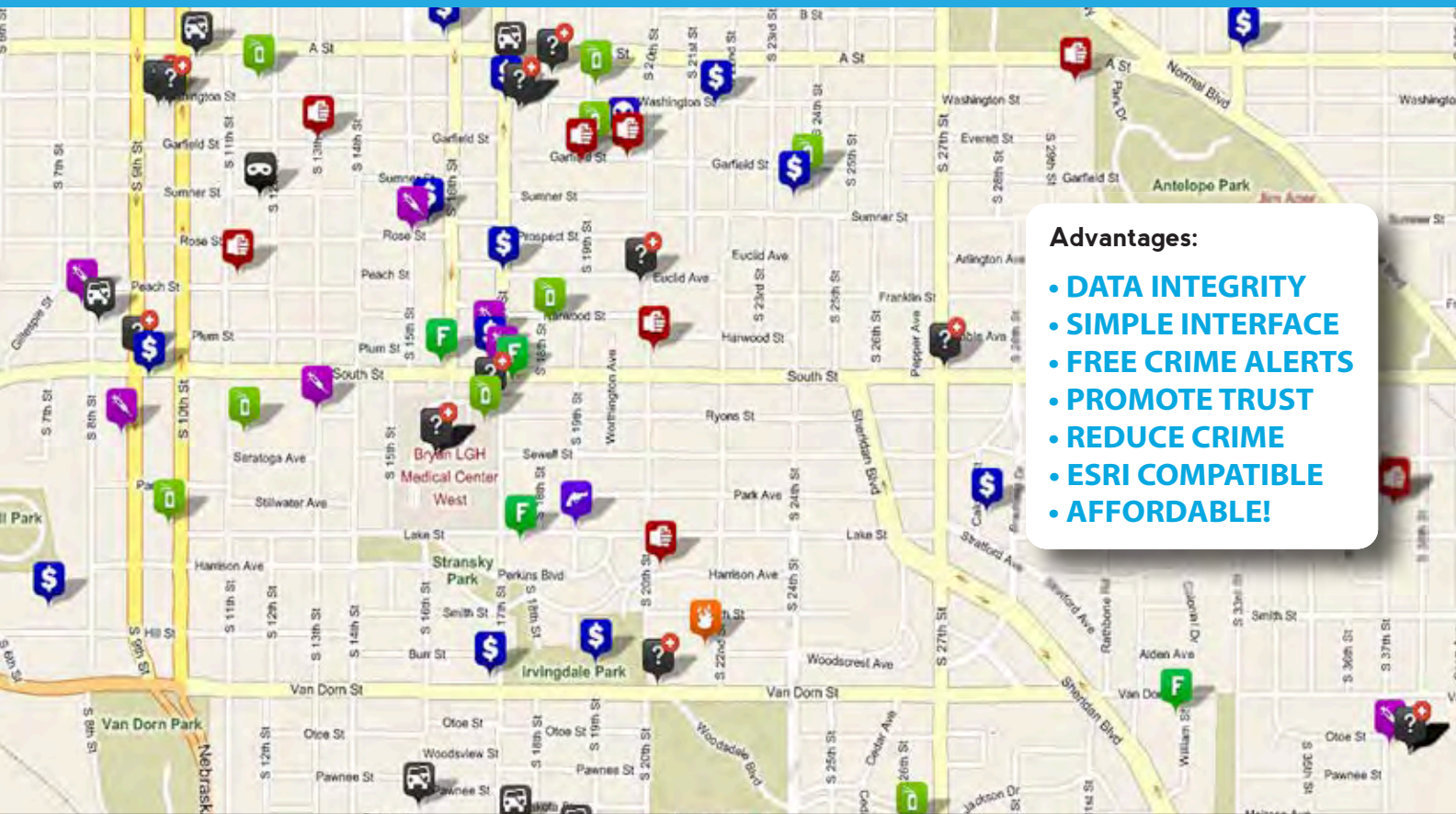
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- links to domestic violence prevention sites; and
- links to community resources, outreach programs, financial assistance programs, job assistance, and treatment programs.

The agency also increased the awareness of officers assigned to the Youth Education Section on programs that assist victims of domestic violence.

The LVMPD resource card provided to officers was updated to add domestic violence resources. In addition, the topic has been discussed at First Tuesday, a monthly community meeting held at each area command.

The increased numbers of officers in the field is hoped to cause a decrease in the amount of domestic violence. In addition, the area commands have begun an aggressive effort to conduct proactive enforcement efforts on liquor establishments. The LVMPD Street Narcotics Teams, in conjunction with the area commands, will continue to combat street-level drug dealing.

With the emphasis on domestic violence, the CAYF Bureau has established and will maintain a strong connection with the district attorney to ensure intervention on domestic violence cases. In addition, CAYF is supporting a new law introduced into the Nevada legislature that will make strangulation attempts during domestic violence incidents a felony.

The LVMPD had implemented a Crisis Intervention Team (CIT) program. Efforts had already been taken to increase the number of CIT officers deployed to the field. In addition, starting in January 2009, the agency launched a program to train all current field training officers and supervisors in CIT. The future plan is exploring how to train officers who have completed the academy and field training, but who have not yet completed probation in CIT.

Due to the rising numbers of people in the community who are suffering from short-term and long-term mental health issues, the LVMPD has observed that having more trained CIT officers is a benefit.

**Issue 2: Unemployment rate increase.** The department, as one of the few agencies in the community that is hiring, continues to make outreach efforts to recruit citizens for positions inside the agency. Current job listings are posted on the agency website.

The LVMPD continues to be present at various job fair events. The downturn has caused an increase in the number of candidates for positions, which gives the agency its choice of many high-quality candidates. The LVMPD has targeted former employees of the banking and airline industries in its recruiting efforts. The skill sets of those business sectors translate easily to agency positions, such as dispatcher, at the LVMPD. LVMPD has also worked to further improve

its partnership with Nevada Partners, a local work-development organization.

**Issue 3: Support agency cutbacks.** The LVMPD continues to sponsor various food and clothing drives. Following are examples from the fourth quarter of 2008 and the first quarter of 2009 of support to community groups:

- Good Neighbor Community Food Drive (enterprise area command)
- Goodie Two Shoes Foundation (support services bureau)
- Special Olympics Torch Run (agency wide)
- Big Brothers and Sisters (agency wide)
- Three Square Food Bank (training bureau)
- Quarterly fund drive for charity (research bureau)

In addition, the LVMPD worked with agencies experiencing cutbacks in service to determine more flexible ways to provide service. One example is response to after-hours alarms in city facilities that were normally handled by the City of Las Vegas: Deputy City Marshal unit. The LVMPD agreed to handle these routine calls, since the Marshal unit had experienced cutbacks.

When the Clark County Social Services unit began to experience issues surrounding large numbers of citizens at their facilities who needed social services, the agency could not afford to hire additional personnel to handle the large crowds. The

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**Table 2: Agency-Wide Issues: Top Three Priorities of Focus Groups**

Group	First Priority	Second Priority	Third Priority
1	Employees in financial crisis	Increase in demands for police services	Need for centralized crisis response for employees
2	Employees in financial crisis	Need for centralized crisis response for employees	Increase in demands for police services
3	Increase in demands for police services	Employees in financial crisis	Need for centralized crisis response for employees
4	Employees in financial crisis	Increase in demands for police services	Need for centralized crisis response for employees
5	Employees in financial crisis	Increase in demands for police services	Enhance/Expand crisis response for employees
6	Employees in financial crisis	Need for centralized crisis response for employees	New applicants coming into agency with higher debt loads
7	Employees in financial crisis	Increase in demands for police services	Upcoming PPA contract
8	Employees in financial crisis	New applicants coming into agency with higher debt loads	Increase in demands for police services
9	Employees in financial crisis	Increase in sick time usage	Personnel credit card use
10	Employees in financial crisis	Increase in demands for police services	Need for centralized crisis response for employees

LVMPD worked with the unit to apply crime prevention through environmental design and staff training. The result was fewer problems for both agencies.

When a series of incidents occurred in and around schools, the LVMPD, the Clark County School District, and the school police worked in concert to implement a comprehensive plan to increase safety around schools. The school district continues to experience cuts in funding.

**Issue 4: Foreclosure rates that lead to more abandoned homes.** The LVMPD receives information on the economic downturn from Clark County and the city of Las Vegas, including maps to identify problem areas and track foreclosure rates and locations.

The agency partners with the city and the county to identify vacant homes. Once such homes are identified, the needed steps to keep them from becoming a nuisance are put into place. The city of Las Vegas and Clark County have made concerted efforts to assist the LVMPD with the issue of vacant, foreclosed homes.

The LVMPD has supported efforts by the city and county and, at the state level, to put in place ordinances or laws to hold owners of foreclosures accountable for upkeep. The LVMPD supports programs that assist citizens to avoid foreclosure.

**Response to Agency-Specific Issues**

The focus groups ranked agency-specific issues in the same manner as community-wide issues. The rankings follow (see table 2):

- **Issue 1:** “Employees in financial crisis” was rated as the top priority by nine of the ten focus groups. It was rated as the second priority by the remaining group.
- **Issue 2:** “Increase in demands for police services” was mentioned by eight groups as one of the top three priorities.
- **Issue 3:** “Need for a centralized crisis response for employees” was mentioned by six groups as one of the top priorities.

**Overview of Ideas to Address Agency-Wide Issues**

**Issue 1: Employees in financial crisis.** When the economic downturn began to impact the United States, it was natural that the impact on agency personnel would also occur. Employees of the LVMPD began to experience significant issues involving their finances. Some employees filed for bankruptcy protection. In order to ensure that personnel were fully supported, the agency took steps to assure and also assist employees.

*The sheriff.* The sheriff fully supported the effort to remove the stigma attached to having financial trouble by producing an agency-wide message for employees. The message pointed employees to available resources for assistance. The message was distributed via the LVMPD video system.

*The Police Employee Assistance Program (PEAP).* PEAP is a long-standing program that assists officers in a confidential manner. PEAP, in conjunction with the Public Information Office, produced a video for the agency called *Finances and Stress*.

PEAP provided employees access to assistance programs and counselors, on a confidential basis, concerning financial issues. PEAP also rolled out a training program for supervisors called Communicating with Troubled Employees.

The Training Bureau put in place several financial seminars that were well attended by agency members. It did so by partnering with a local credit union and other financial advisors.

*Patrol services during special events.* A new policy was put in place to provide a fair and transparent system to govern the assignment of special events overtime for officers. A monitoring system was put in place to ensure overtime was not being overused by officers. The special events team put in place a policy to ensure the fairness of the program.

*All supervisors.* The agency executives directed supervisors to monitor employee issues using current systems such as Blue Team, a performance measurement program. This was to make sure that supervisors were alerted to employees in financial distress and had conversations about the assistance available for these employees.

**Issue 2: Increase in demands for police services.** As the increased demands on the agency occurred, the understanding that officers who on a daily basis respond to calls and needs of the community would have additional demands placed on them existed. Several steps were taken to address the increased demands.

*Patrol allocation study and deployment of personnel.* In March 2009, a study on the staffing of the area commands was completed. This study that began in 2008 was undertaken to ensure that officer deployment was based on the needs of the community, based on call demands and crime. The new deployment system was decided by the area command commanders, based on their understanding of the demand loads in their respective area commands.

*Increased officers and support staff.* The LVMPD continued to add more officers to the field based on funding from the More Cops sales tax initiative. The increasing numbers of officers being deployed allowed the agency to continue to stay in front of the change curve. In addition, the patrol divisions undertook a review of the deployment of civilian support staff at the area commands and redistributed personnel based on the service demands at the stations. The agency continues to hire essential personnel for civilian positions such as dispatchers.

*Reevaluate patrol response protocols.* A review is currently under way to review Response Category Profile protocols (the method through which calls are given high or low priorities) and to ensure that



calls of an important nature are handled in the manner that is best suited for a solid outcome. Field sergeants were reminded that they have the authority and duty to ensure that call loads are managed. The agency insurance report-only system remains in place and continues to be a system that takes call load from the field.

*Ensure community-oriented policing services efforts are made a priority.* Community-oriented policing services continue to be the method that is used to ensure that the community understands the efforts of the LVMPD. In turn, it ensures that the community is involved in agency efforts. Programs such as Keep Everyone's Eyes on the Neighborhood (KEEN), Safe Village, Safe Valley United, Hispanic Action Team, Homeless Liaison and Enforcement, and Youth Education Services are all examples of programs that have not been discontinued despite the crisis.

*Conduct better analysis of hot spots to ensure efforts are productive.* The Deployment Operations Center has made significant steps toward improving analysis of crime information. On a weekly basis, analyses have been produced that allow station personnel to address crime trends and hot spots.

*Address leadership issues.* The agency continues to allow commands and bureaus to be flexible in use of resources based on crime and service demands, with the ability to set hours and shifts based on crime. The need to reinforce positive feedback at all levels of the agency has been stressed.

**Issue 3: Need for a centralized crisis response for employees.** The awareness level of the PEAP resources has been a major portion of the effort to address employee issues as it relates to the economic downturn.

PEAP is the centralized crisis response system that exists within the agency. The model of response used for officer-involved shootings is the same model that is used to assist officers in financial crisis. While not as visible to all, PEAP maintains access to trained financial consultants, trained psychological staff, and dozens of other resources to assist employees.

To further enhance the outreach efforts of PEAP, a department-wide administrative notice was published, causing a substantial number of employees to take the opportunity to access help through PEAP.

The PEAP website is being updated to add more resources for officers. In addition, PEAP staffers are planning to add a monthly newsletter that touches on a variety of topics.

The current economic downturn has made the agency look at all aspects of itself. One aspect was the PEAP unit. The current staffing of the PEAP unit was considered to be of prime importance. PEAP did not lose any personnel that are assigned to the unit.

The constant message of support being sent out from the sheriff through all levels of the agency is one of the methods that will be used in the months to come. Forums such as shop talk, both on the Internet as well as in sessions with the sheriff and undersheriff, continue to open lines of communication.

The economic crisis has impacted the men and women of the LVMPD on multiple levels. The forward thinking and creative problem solving of the employees at the agency have allowed a focus on the future. ❖

**Note:**

<sup>1</sup>See U.S. Department of Justice (DOJ), Bureau of Justice Statistics (BJS), *National Crime Victimization Survey* (Washington, D.C.: BJS, 1997); Raul Caetano et al., "Alcohol-Related Intimate Partner Violence Among White, Black, and Hispanic Couples in the United States," *Alcohol Research & Health* 25, no. 1 (2001): 58-65; and National Institute of Justice, *Do Batterer Intervention Programs Work? Two Studies* (September 2003), 2-3, <http://www.ncjrs.gov/pdffiles1/nij/200331.pdf> (accessed June 3, 2010).

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Vancouver—\*Doma, Mohamed, Senior Partner, Canadian Professional Management Services, 780-1111 W Hastings, V6E 2J3, (604) 688-2641, Fax: (604) 688-2642, E-mail: [mdoma@cpmsnational.com](mailto:mdoma@cpmsnational.com), Web: <http://www.cpmsnational.com>

—Lepard, Doug A, Deputy Chief Constable, Vancouver Police Dept, 2120 Cambie St, V5Z 4N6, E-mail: [doug.lepard@vpd.ca](mailto:doug.lepard@vpd.ca), Web: <http://www.vpd.ca>

—Palmer, Adam, Deputy Chief of Police, Vancouver Police Dept, 2120 Cambie St, V5Z 4N6, (604) 717-3194, Fax: (604) 678-3795, E-mail: [adam.parker@vpd.ca](mailto:adam.parker@vpd.ca), Web: <http://www.vpd.ca>

Victoria—Manak, Del, Deputy Chief Constable, Victoria Police Dept, 850 Caledonia Ave, V8T 5J8, (250) 995-7217, Fax: (250) 384-1362, E-mail: [collette.mahon@vicpd.ca](mailto:collette.mahon@vicpd.ca)

### Ontario

Orillia—\*Farrell, J Michelle, Director of Diversity Equity & Ethics, Ontario Provincial Police, 777 Memorial Ave, 3rd Fl, L3V 7V3, (705) 330-4160, Fax: (705) 329-6195, E-mail: [michelle.farrell@ontario.ca](mailto:michelle.farrell@ontario.ca)

Rockwood—\*Felske, Jeffrey M, VP Finance & Marketing, Pyramidal Technologies Ltd, 13701 Fourth Line, N0B 2K0, (246) 233-5353

Toronto—\*McCormack, Mike, President, Toronto Police Assn, 180 Yorkland Blvd, M2J 1R5, (416) 491-4301, Fax: (416) 494-4948, E-mail: [mccormack@tpa.ca](mailto:mccormack@tpa.ca), Web: <http://www.tpa.ca>

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### Quebec

Montreal—\*Ferland, Mathieu, Advisor, Surete Du Quebec, 1701 Parthenais, ES 43, H2K 3S7, E-mail: [mathieu.ferland@surete.qc.ca](mailto:mathieu.ferland@surete.qc.ca)

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## NIGERIA

Abuja—Adeduro, Moses A, Assistant Superintendent of Police, Nigeria Police Force, Louis Edet House, Area 11 Garki, 234 52729210, E-mail: [ademoses@hotmail.com](mailto:ademoses@hotmail.com)

—Chukwuemeka, Umezurike S, Assistant Superintendent of Police, Nigeria Police Force, E Dept Force HQS, 234 8055053814, Fax: 234 8069553600, E-mail: [scumez@yahoo.com](mailto:scumez@yahoo.com)

—Erale, Samuel E, Chief Superintendent of Police, Nigeria Police Force, Force HQS Area 11, 234 8037163358, E-mail: [samfo368@yahoo.com](mailto:samfo368@yahoo.com)

—Johnson, Patrick D, Deputy Superintendent of Police, Nigeria Police Force, Budget Office Force HQS, Area 11 Garki, 234 35046480, E-mail: [peejaylorabs@yahoo.com](mailto:peejaylorabs@yahoo.com)

—Okafor, Ikemefuna, Deputy Superintendent of Police, Nigeria Police Force, Force HQS Area 11, 234 68994090, E-mail: [ikemefuneokafor@yahoo.com](mailto:ikemefuneokafor@yahoo.com)

—Oruruo, Harrison, Deputy Superintendent of Police, Nigeria Police Force, Force HQS, Area 11, 234 37012009, E-mail: [harrykwnl@yahoo.com](mailto:harrykwnl@yahoo.com)

—Sani, Hassan, Assistant Superintendent of Police, Nigeria Police Force, Force HQS Louis Edet House, 1st Fl Area 11, 234 8028308788, E-mail: [haskanazi@yahoo.com](mailto:haskanazi@yahoo.com)

—Umaru, Makuliso B, Superintendent of Police, Nigeria Police Force, IGP SIU Force HQS, 234 706777469

Agbado—\*Shyllon, Adedayo, Member Police Community Relations Committee, Nigeria Police Force, Agbado Police Divisional HQS, 234 8037254965, E-mail: [shyllonproperties@yahoo.com](mailto:shyllonproperties@yahoo.com)

Alakuko—\*Busari, Aminat A, Member Police Community Relations Committee, Nigeria Police Force, Alakuko Police Station, Lagos State Police Command, 234 33209028, E-mail: [baminat62@yahoo.com](mailto:baminat62@yahoo.com)

—\*Onalapo, Ademola E, Member Police Community Relations Committee, Nigeria Police Force, Alakuko Police Station, Lagos State Police Command, 234 23313870, E-mail: [adeona1@yahoo.com](mailto:adeona1@yahoo.com)

Calabar—Igbudu, Julian W, Assistant Superintendent of Police, Nigeria Police Force, Police Mobile Force, Squadron 11 Muritala Mohammed Way, 234 37429247, E-mail: [julianwealth@yahoo.com](mailto:julianwealth@yahoo.com)

Ebonyi—Ekaette, Umana M, Assistant Superintendent of Police, Nigeria Police Force, Command A Dept, Abakaliki, 234 8037962487

Ibadam—Sanni, Fatai, Assistant Superintendent of Police, Nigeria Police Force, State HQS Eleyele, 234 6612611, E-mail: [fataisanni\\_2006@yahoo.com](mailto:fataisanni_2006@yahoo.com)

Ikeja—Ibrahim, Yusuf, Superintendent, Nigeria Police Force, IGP Monitoring Unit, PO Box 19040, E-mail: [y4yusuf@yahoo.com](mailto:y4yusuf@yahoo.com)

Ikoyi—Bassey, Anietie, Inspector Special Fraud Unit, Nigeria Police Force, 13 Milverton Rd, 234 7038353671, E-mail: [anietiebassy@yahoo.com](mailto:anietiebassy@yahoo.com)

—\*Edehomon, Lucky A, Police Officer, Nigeria Police Force, Interpol Section Force CID, Alagbon Close, 234 3232058, E-mail: [luckyedehomon@yahoo.com](mailto:luckyedehomon@yahoo.com)

—Egbadon, Michael, Chief Superintendent of Police, Nigeria Police Force, PO Box 54681, Falomo, 234 8055333800, E-mail: [michael\\_egbadon@heineken.nl](mailto:michael_egbadon@heineken.nl)

—Emmanuel, Alhassan, Assistant Superintendent of Police, Nigeria Police Force EFC, 15A Awolowo Rd, 234 8035930152, E-mail: [mealhassan@yahoo.com](mailto:mealhassan@yahoo.com)

Kano—Osuide, Henrietta O, Assistant Superintendent of Police, Nigeria Police Force, Divisional Police HQS, Bompai, E-mail: [onyeakeno@yahoo.com](mailto:onyeakeno@yahoo.com)

—\*Williams, Rita, Senior Security Officer, Phoenix Guards Ltd, 13 Airport Rd, Opposite St Thomas Church, E-mail: [rita.williams24@yahoo.com](mailto:rita.williams24@yahoo.com)

—Zakayo, Jummai S, Superintendent of Police, Nigeria Police Force, Zango Police Division, E-mail: [jummaisain@yahoo.com](mailto:jummaisain@yahoo.com)

—Zaki, Mohammed A, Assistant Commissioner of Police, Nigeria Police Force, Area Command HQS, E-mail: [zakin6668@yahoo.com](mailto:zakin6668@yahoo.com)

Lagos—\*Amiemenoghena, Akhmiokhor S, CEO, Support Microfinance Bank, 24 Yakoyo Rd, 234 8050545726, E-mail: [sundayakhamsokhor@yahoo.com](mailto:sundayakhamsokhor@yahoo.com)

—\*Audu, Joyce A, Police Officers Wives Assn, Nigeria Police Force, 1 Oba Rd Isheri, 234 8034967444, E-mail: [lawalau6@yahoo.com](mailto:lawalau6@yahoo.com)

—Enisenyin, Olutoyin, Superintendent of Police, Nigeria Police Force, A Dept Force HQS, E-mail: [olutoyinenisenyin5@gmail.com](mailto:olutoyinenisenyin5@gmail.com)

—\*Fayomi, Abraham, Sergeant, Nigeria Police Force, Zone 2 HQS, Onikan, 234 23193386, E-mail: [fayomibaba@yahoo.com](mailto:fayomibaba@yahoo.com)

—Obanye, Anthony O, Commissioner of Police, Nigeria Police Force, C Dept Force HQS Annex, 234 8033329083, E-mail: [nwach2010@gmail.com](mailto:nwach2010@gmail.com)

—Okoko, Bassey, Deputy Superintendent of Police, Nigeria Police Force, A Dept Force HQS Annex, Kam Selem House, 234 7038353671, E-mail: [ikoikoko@yahoo.co.uk](mailto:ikoikoko@yahoo.co.uk)

—\*Olaeye, Shakiru, Member Police Community Relations Committee, Nigeria Police Force, Force HQS, E-mail: [foldamandassociates@yahoo.com](mailto:foldamandassociates@yahoo.com)

—\*Shonde, Akeem, Sergeant, Nigeria Police Force, Force CID Federal Sars Alagbon Annex, Adeniji Adele Rd, 234 6282651, E-mail: [akeem\\_shonde@yahoo.co.uk](mailto:akeem_shonde@yahoo.co.uk)

—Yaro, Abutu, Chief Superintendent of Police, Nigeria Police Force, AIG Zone 2 Police HQS, Onikan, 234 8037233584, E-mail: [abutuyaro@yahoo.com](mailto:abutuyaro@yahoo.com)

Ogun—\*Ogundipe, Israel O, Member Police Community Relations Committee, Nigeria Police Force, Alakuko Police Division, E-mail: [meetgenesis@yahoo.com](mailto:meetgenesis@yahoo.com)

Ojodu—\*Yetunde, Akhmiokhor A, Director, Support Microfinance Bank, 24 Yakoyo Rd, 234 8027753854, E-mail: [kemi\\_sunny@yahoo.com](mailto:kemi_sunny@yahoo.com)

Victoria Island—\*Otenigbagbe, Olufemi A, Head Investigation & Fraud Dept, Intercontinental Bank PLC, 999 Danmole St, Off Adeola Odeku St, 234 2771189, E-mail: [oteniigbagbe.femi@intercontinentalbankplc.com](mailto:oteniigbagbe.femi@intercontinentalbankplc.com)

—\*Timi, Otukoya B, Operations Manager, Eyespy Securities Ltd, HSE No 4 Bishop Oluwole St, 234 8082072622, E-mail: [imitoo72003@yahoo.co.us](mailto:imitoo72003@yahoo.co.us)

Yenagoa—\*Iyoro, Ebikibina G, Chief Operating Officer, Iddie Travels & Tours Ltd, Ste 5 Iddie Recreation Center, PO Box 771, 234 8035971300, E-mail: [iyorong@yahoo.com](mailto:iyorong@yahoo.com)

—Uche, Onyinaya, Assistant Superintendent of Police, Nigeria Police Force, PO Box 771 Ekeki, 234 703377830, E-mail: [onyinayauche@yahoo.com](mailto:onyinayauche@yahoo.com)

## PAKISTAN

Islamabad—Bilal, Tahir, Deputy Superintendent of Police, Punjab Police, #34 Embassy Rd G-6/4, 92 512278675, Fax: 92 512278679, E-mail: [bilalt@state.gov](mailto:bilalt@state.gov)

—Hashmi, Muhammad Z, Senior Superintendent of Police, Islamabad Police, Police Lines HQS H-11, 92 519258875, Fax: 92 514443180, E-mail: [zubair\\_hashmi@live.com](mailto:zubair_hashmi@live.com), Web: <http://www.islamabadpolice.gov.pk>

—Niaz, Mirvais, Superintendent of Police, Police Service of Pakistan, Sector F-8/1, 92 519262645, Fax: 92 519263252, E-mail: [mirvaisniaz@gmail.com](mailto:mirvaisniaz@gmail.com), Web: <http://www.islamabadpolice.gov.pk>

## PERU

Lima—Guzman, Cesar Arevalo, Colonel, Policia Nacional Del Peru, Jr San Martin 225, D-102 Magdalena Del Mar, 51 6530489, E-mail: [caarevalo@yahoo.es](mailto:caarevalo@yahoo.es)

—Medina, Miguel Hidalgo, Teniente General, Policia Nacional Del Peru, Calle Salinar 105, Pueblo Libre

## PHILIPPINES

Calamba City—Mabilin, Melito M, Police Senior Superintendent, Philippine National Police, ODRDO Pro Calabarzon, Camp V Lim, 4029, 63 498342058, Fax: 63 495312293, E-mail: [nilibam82@yahoo.com](mailto:nilibam82@yahoo.com)



## PUERTO RICO

San Juan—Figuerola, Jose E, Superintendent, Puerto Rico Police Dept, PO Box 70166, 00936-8166, 787 7920002, Fax: 787 7810080, E-mail: jefiguerola\_1@yahoo.com, Web: <http://www.policia.gobierno.pr>

## TANZANIA—UNITED REPUBLIC

Dar Es Salaam—Mdoe, Hussein Killo, Inspector, Tanzania Police Force, PO Box 75184, 255 369249, E-mail: mdoey2k2002@yahoo.com

## UNITED STATES

### Alabama

Jacksonville—Wineman, Gerald, Assistant Chief of Police, Jacksonville Police Dept, 116 Ladiga St SE, 36265, (256) 435-6448, Fax: (256) 435-1075, E-mail: jpdastchief@cablone.net, Web: <http://www.jacksonvillepd.org>

Mountain Brook—Gilmore, Clayton E, Deputy Chief of Police, Mountain Brook Police Dept, 100 Tibbett St, 35213, (205) 802-3865, Fax: (205) 870-5355, E-mail: gilmorec@mtnbrook.org, Web: <http://www.mtnbrook.org>

### Arizona

Chandler—Jacquin, Gregg, Lieutenant, Chandler Police Dept, 250 E Chicago St, 85225, (480) 782-4119, Fax: (480) 782-4110, E-mail: gregg.jacquin@chandleraz.gov, Web: <http://www.chandlerpd.com>

Tucson—Valenzuela, Michael A, Chief of Police, Pascua Yaqui Tribal Police Dept, 7474 S Camino De Oeste, 85746, (520) 879-5600, E-mail: michael.a.valenzuela@pascuayaqui.nsn.gov

### Arkansas

Little Rock—\*Johnson, Curtis, Director of Campus Safety, AR Baptist College, 1621 Dr Martin Luther King Dr, 72202, (501) 244-5111, Fax: (501) 372-7992, E-mail: curtis.johnson@arkansasbaptist.edu

Springdale—O'Kelley, Kathy D, Chief of Police, Springdale Police Dept, 201 Spring St, 72764, (479) 750-8128, Fax: (479) 750-8553, E-mail: kokeley@springdalear.gov

### Armed Forces Europe, Middle East

APO—Dilworth, Jerry D, Military Police Officer/Lieutenant Colonel, US Army, OPM-SANG, Unit 61304, 09803, (770) 853-8536, E-mail: jerry.dilworth@us.army.mil, Web: <http://www.sharepoint.opm-sang.sppn.af.mil>

### California

Alameda—Noonan, Michael C, Interim Chief of Police, Alameda Police Dept, 1555 Oak St, 94501, (510) 337-8400, Fax: (510) 523-5322, E-mail: mnoonan@ci.alameda.ca.us, Web: <http://www.alamedapolice.org>

French Camp—Holman, Eric, Chief of Police/Captain, San Joaquin Co Sheriff's Dept, 7000 Michael Canlis Blvd, 95231, (209) 858-5190, Fax: (209) 858-2093, E-mail: erholman@sijgov.org, Web: <http://www.sjosheriff.org>

Gustine—Inaudi, Vince J, Interim Chief of Police, Gustine Police Dept, 682 Third Ave, 95322, (209) 854-3737, E-mail: vinaudi@gustinepolice.com

Livermore—\*Johnson, Michael M, Senior Scientist, Sandia National Laboratories, 7011 East Ave, MS 9152, 94550, (925) 294-1388, E-mail: mmjohns@sandia.gov

Los Angeles—Baeza, Martin A, Lieutenant II, Los Angeles Police Dept, 100 W First, Ste 647, 90012, (213) 486-7090, Fax: (213) 486-7066, E-mail: martin.baeza@verizon.net

Pasadena—Chandless, Michael M, Chief, Federal Security Police Dept, NASA Jet Propulsion Laboratory, 4800 Oak Grove Dr, M/S 310-101, 91387, (818) 354-4161, Fax: (818) 393-6283, E-mail: michael.m.chandless@nasa.jpl.gov

San Francisco—Tabak, Morris, Assistant Chief of Police/Chief of Staff, San Francisco Police Dept, 850 Bryant St Rm 525, 94103, (415) 553-1551, Fax: (415) 553-1554, E-mail: morris.tabak@sfgov.org, Web: <http://www.sf-police.org>

San Pedro—Graychik, Michael, Captain Division Commander, Los Angeles Port Police, 425 S Palos Verdes St, 90731, (310) 732-2660, E-mail: mgraychik@portla.org, Web: <http://www.portoflosangeles.org>

Rosario, Alberto, Captain, Los Angeles Port Police, 425 S Palos Verdes St, 90731, (310) 732-3517, Fax: (310) 549-9917, E-mail: arosario@portla.org, Web: <http://www.portoflosangeles.org>

<http://www.naylornetwork.com/iac-ntx>

—Thompson, Curtis D, Captain, Los Angeles Port Police, 425 S Palos Verdes St, 90731, (310) 732-3500, Fax: (310) 221-0826, E-mail: cdthompson@portla.org, Web: <http://www.portoflosangeles.org>

### Colorado

Denver—Jaramillo, Greg B, Special Agent in Charge, US Dept of Treasury IG/Tax Administration, 1999 Broadway Ste 2406, 80202, (303) 291-6103, E-mail: greg.jaramillo@tigma.treas.gov

Mountain Village—Broady, Chris G, Chief of Police, Mountain Village Police Dept, 411 Mountain Village Blvd, 81435, (970) 728-9281, Fax: (970) 728-9283, E-mail: cbroady@mtnvillage.org, Web: <http://www.mountain-village.co.us>

Walsenburg—Chamberlain, James L, Chief of Police, Walsenburg Police Dept, 525 S Albert St, 81089, (719) 738-1056 Ext. 614, Fax: (719) 738-2108, E-mail: jchamberlain@cityofwalsenburg.com, Web: <http://www.cityofwalsenburg.com>

### Connecticut

Bridgeport—\*Keane, Edward C, Professor, Housatonic Community College, 900 Lafayette Blvd, 06604, (203) 332-5165, Fax: (203) 332-5123, E-mail: ekeane@hcc.comnet.edu

Greenwich—Berry, Timothy, Captain, Greenwich Police Dept, 11 Bruce Pl, 06830, (203) 622-8020, Fax: (203) 618-8866, E-mail: tberry@greenwichct.org, Web: <http://www.greenwichct.org>

Kordick, Mark R, Captain, Greenwich Police Dept, 11 Bruce Pl, 06830, (203) 622-8040, Fax: (203) 622-8095, E-mail: mkordick@greenwichct.org, Web: <http://www.greenwichct.org>

—Marino, Mark A, Captain, Greenwich Police Dept, 11 Bruce Pl, 06830, (203) 622-3395, Fax: (203) 622-8090, E-mail: mmarino@greenwichct.org, Web: <http://www.greenwichct.org>

Manchester—Neiswanger, James, Captain, Manchester Police Dept, PO Box 191, 239 E Middle Tpke, 06045-0191, (860) 643-3355, Fax: (860) 643-3335, E-mail: neiswanger@ci.manchester.ct.us, Web: <http://www.manchesterpolice.org>

Westport—Arciola, Sam, Captain, Westport Police Dept, 50 Jessup Rd, 06880, (203) 341-6035, Fax: (203) 341-6094, E-mail: s.arciola@westportct.org, Web: <http://www.westportct.org>

Koskinas, Fotios, Captain, Westport Police Dept, 50 Jessup Rd, 06880, (203) 341-6061, Fax: (203) 341-6093, E-mail: fkoskinas@westportct.org, Web: <http://www.westportct.org>

—Penna, Vincent J, Lieutenant, Westport Police Dept, 50 Jessup Rd, 06880, (203) 341-6006, Fax: (203) 341-6054, E-mail: vpenna@westportct.org, Web: <http://www.westportct.org>

### District of Columbia

Washington—\*Buekens, Michel, Special Agent, Naval Criminal Investigative Service, 716 Sicard St SE, NCISHQ Code 25, 20388, (202) 433-2947, Fax: (202) 685-5634, E-mail: mbuekens@ncis.navy.mil

—Culver, Jeffrey W, Director, US Dept of State/Diplomatic Security Svc, DS/DSS 23rd Fl SA-20, 20522-2008, (571) 345-3815, Fax: (571) 345-3848, E-mail: culverjw@state.gov

Dickey, Michael E, Chief, Force Protection Branch, US Air Force A750, 1030 Air Force Pentagon, Ste 4A1076, 20330, (571) 256-0471, E-mail: michael.dickey@pentagon.af.mil

—\*Falisi, Ross, COO, Vertus Inc, 1776 I St NW, 9th Fl, 20006, (800) 795-6440 Ext. 101, Fax: (800) 795-6942, E-mail: rfalisi@vertusinc.com, Web: <http://www.vertusinc.com>

—Fowler, John, Deputy Asst IG for Investigations, US Dept of Treasury IG/Tax Administration, 1125 15th St NW, 20005, (202) 927-0454, E-mail: john.fowler@tigma.treas.gov

—Van Lancker, Jeanne M, Deputy Director, US Dept of Interior/BLM, 1849 C St NW, Rm 5639, 20240, (202) 208-4819, Fax: (202) 208-4540, E-mail: jeanne\_vanlancker@blm.gov

### Florida

Auburndale—Nelson, Chris, Deputy Chief of Police, Auburndale Police Dept, 2 Bobby Green Plaza, 33823, (863) 967-6264, Fax: (863) 965-6275, E-mail: cnelson@auburndalefl.com

Coconut Creek—Biondillo, Robert A, Deputy Chief of Police, Coconut Creek Police Dept, 4800 W Copans Rd, 33063, (954) 973-6702, Fax: (954) 956-1546, E-mail: rbiondillo@coconutcreek.net

Daytona Beach—\*Lentz, Mike A, Director of Security, NASCAR, 1 Daytona Blvd, 32114, (386) 310-6476, Fax: (386) 310-6477, E-mail: mlentz@nascar.com

Florida City—Taylor, Pedro W, Chief of Police, Florida City Police Dept, 404 W Palm Dr, 33034, (305) 247-8223, Fax: (305) 247-0178, E-mail: ptaylor@floridacityfl.gov, Web: <http://www.floridacityfl.gov>

Lake Alfred—Bodenheimer, William A, Chief of Police, Lake Alfred Police Dept, 190 N Seminole Ave, 33850, (863) 291-5200, Fax: (863) 291-4923, E-mail: pdchief@mylakealfred.com

Lake Worth—Guzman, Miguel A, Chief, FL Hwy Patrol, Troop L, Bldg 9330, 33467, (561) 357-4118, Fax: (561) 357-4146, E-mail: miguelguzman@flhsmv.gov, Web: <http://www.flhsmv.gov/flhp>

Ocoee—Brown, Cyrus R, Chief/Region Commander, FL Hwy Patrol, FL Tpke Milepost 263, 34761, (407) 264-3201, E-mail: cyrusbrown@flhsmv.gov, Web: <http://www.flhsmv.gov/flhp>

Tallahassee—Burchnell, Ryan, Major/Director, ODS&I, FL Hwy Patrol, 2900 Apalachee Pkwy MS 52, 32399-0500, (850) 617-2335, Fax: (850) 617-5122, E-mail: ryanburchnell@flhsmv.gov, Web: <http://www.flhsmv.gov/flhp>

—Smith, Leroy, Chief, FL Hwy Patrol, 2900 Apalachee Pkwy, Rm B457 MS43, 32399-0500, (850) 617-2331, Fax: (850) 617-5227, E-mail: leroysmith@flhsmv.gov, Web: <http://www.flhsmv.gov/flhp>

Tampa—Figmik, Thomas J, Chief Deputy US Marshal, US Marshals Service, 801 N Florida Ave, 4th Fl, 33602, (813) 274-6450, Fax: (813) 274-6486, E-mail: thomas.figmik@usdoj.gov

Tarpon Springs—Kochen, Robert, Chief of Police, Tarpon Springs Police Dept, 444 S Huey Ave, 34689, (727) 938-2849, Fax: (727) 937-0026, E-mail: rkochen@tspd.us, Web: <http://www.tspd.us>

Yulee—\*Kelly, Daniel P, President, Global Phoenix 1, PO Box 473, 32041-0473, (904) 400-1498, E-mail: kelly@globalphoenix1.com, Web: <http://www.globalphoenix1.com>

### Georgia

Albany—Scott, Mark, Deputy Chief of Police, Albany Police Dept, 201 W Oglethorpe Blvd, 31701-2831, (229) 431-3271, Fax: (229) 431-3299, E-mail: mscott@albany.ga.us

Atlanta—Honore, Gregory M, Special Agent in Charge, Norfolk Southern Railway Police, 1200 Peachtree St NE, 30309, (404) 529-1708, Fax: (404) 529-1292, E-mail: gregory.honore1@nscorp.com, Web: <http://www.nscorp.com>

—\*Lowe, Kendrick, Sergeant, Governor's Office of Hwy Safety, 34 Peachtree St, Ste 800, 30303, E-mail: klowe@gsp.net

Clarkston—Marinelli, Nicholas T, Chief of Police, GA Perimeter College, 662 N Indian Creek Dr, 30021, (678) 891-3953, Fax: (678) 891-2965, E-mail: belinda.boldoe@gpc.edu, Web: <http://www.gpc.edu>

### Hawaii

Pearl Harbor—Roney, Henry E, Special Agent in Charge, Naval Criminal Investigative Service, 449 South Ave, 96860, (808) 471-0445, Fax: (808) 474-1210, E-mail: henry.e.roney@navy.mil, Web: <http://www.ncis.mil>

### Idaho

Pocatello—Kelley, Cliff, Lieutenant, Pocatello Police Dept, PO Box 2877, 911 N Seventh, 83206, (208) 234-6142, Fax: (208) 234-6119, E-mail: ckelley@pocatello.us

—Schei, Roger, Lieutenant, Pocatello Police Dept, PO Box 2877, 911 N Seventh, 83206, (208) 243-1891, Fax: (208) 234-6119, E-mail: rschei@pocatello.us

### Illinois

Chicago—Daniels, Winfred J, Special Agent in Charge, Norfolk Southern Railway Police, 2040 E 106th St, 60617, (773) 933-8076, Fax: (773) 978-8108, E-mail: winfred.daniels@nscorp.com

Geneva—\*Mayszak, Mike, Business Development Manager, Motorola, 1301 E Algonquin Rd, 60134, (847) 946-6832, E-mail: mike.mayszak@motorola.com

Matteson—Pfothenauer, George, Chief of Police, Matteson Police Dept, 20500 S Cicero Ave, 60443-1646, (708) 748-4085, Fax: (708) 748-7364, E-mail: gpfothenauer@vil.matteson.il.us, Web: <http://www.vil.matteson.il.us>

Maywood—\*Mateck, Penny, Community Affairs Coordinator, Cook Co Sheriff's Police Dept, 1401 S Maybrook Dr, 60153, (708) 865-4917, Fax: (708) 865-6364, E-mail: pmateck@gmail.com, Web: <http://www.cookcountysheriff.com>

River Forest—Weiss, Gregory A, Interim Chief of Police, River Forest Police Dept, 400 Park Ave, 60305, (708) 366-8500 Ext. 341, E-mail: gweiss@river-forest.us

Rolling Meadows—Scanlan, David J, Chief of Police, Rolling Meadows Police Dept, 3600 Kirchoff Rd, 60008, (847) 870-9061, Fax: (847) 506-0297, E-mail: scanlan@cityrm.org, Web: <http://www.cityrm.org>

Schaumburg—\*Earleywine, Elizabeth, SFST/DRE Program Coordinator, Illinois Dept of Transportation, Division of Traffic Safety, 201 Center Ct 1st Fl, 60196, (847) 894-8243, E-mail: elizabeth.earleywine@illinois.gov

Springfield—Davis, Jonathan, Captain, Springfield Park Police Dept, 1508 W Fayette Ave, 62704, (217) 753-6221, Fax: (217) 698-7456, E-mail: jdavis@springfieldparks.org, Web: <http://www.springfieldparks.org>

## Indiana

Evansville—Voegel, Gary, Captain, Evansville Police Dept, 15 NW Martin Luther King Jr Blvd, 47708, (812) 436-4948, Fax: (812) 436-4957, E-mail: gvoegel@evansvillepolice.com

Indianapolis—Ciesielski, Paul R, Chief of Police, Indianapolis Metropolitan Police Dept, 50 N Alabama St, 46204, (317) 327-3282, Fax: (317) 327-3289, E-mail: s4376@indy.gov

## Iowa

Boone—Skare, William J, Public Safety Director/Chief of Police, Boone Police Dept, 923 Eighth St, PO Box 550, 50036, (515) 432-3456, Fax: (515) 432-1564, E-mail: bskare@city.boone.ia.us, Web: <http://www.boonegov.com>

## Kansas

Concordia—Edin, Christopher, Chief of Police, Concordia Police Dept, 401 W Sixth St, 66901, (785) 243-3131, Fax: (785) 243-4727, E-mail: policechief@concordia.ks.org, Web: <http://www.concordiapolice.com>

Dodge City—James, Robin T, Chief of Police, Dodge City Police Dept, 110 W Spruce St, 67801, (620) 255-2008, Fax: (620) 225-8117, E-mail: robinj@dodgecity.org, Web: <http://www.dodgecity.org>  
Ellis—Taylor, Randy S, Chief of Police, Ellis Police Dept, 815 Jefferson, 67637, (970) 690-0859, Fax: (785) 726-3222, E-mail: randy.s.taylor@att.net

## Kentucky

Cold Spring—Burk, Edward J, Chief of Police/Colonel, Cold Spring Police Dept, 5589 E Alexandria Pike, 41076, (859) 441-6289, Fax: (859) 441-6806, E-mail: edb@coldspringky.com, Web: <http://www.coldspringpd.org>

## Louisiana

Mandeville—Miazza, Kal, Lieutenant, Mandeville Police Dept, 1870 US 190, 70448, (985) 626-9711, E-mail: kmiazza@cityofmandeville.com

Metairie—Duke, John F, Supervisory Special Agent, ATF/Justice, 1 Galleria Blvd, Ste 1700, 70001, (504) 841-7018, E-mail: john.duke@atf.gov, Web: <http://www.atf.gov>

New Orleans—\*Kelly, Dennis, Project Executive, Pegasus Program, 700 S Peters, Ste 216, 70130, (504) 251-0240, E-mail: dkelly@pegasusprogram.us, Web: <http://www.pegasusresearch.org>

Waterproof—Jenkins, Miles D, Chief of Police, Waterproof Police Dept, PO Box 248, 71375, (318) 550-6387, Fax: (318) 749-0089, E-mail: mjenkinsr@aol.com

## Maine

Monmouth—Conger, Kevin J, Chief of Police, Monmouth Police Dept, PO Box 270 Main St, 04259, (207) 933-9089, Fax: (207) 933-4158, E-mail: kconger@monmouthme.org

## Maryland

Andrews Air Force Base—Fine, John J, Command Chief Master Sergeant, AFOSI, 1535 Command Dr Ste C-301, 20762, E-mail: john.fine@ogn.af.mil

Fort Meade—Yates, Howard T, Director/Provost Marshal, Fort Meade Directorate of Emergency Services, 6619 Mapes Rd, 20755, (301) 677-6029, Fax: (301) 677-3208, E-mail: howard.t.yates@us.army.mil

## Massachusetts

Gloucester—Lane, Michael W, Chief of Police, Gloucester Police Dept, 197 Main St, 01930, (978) 281-9775, Fax: (978) 282-3026, E-mail: mlane@gloucester-ma.gov

Ipswich—Nikas, Paul A, Chief of Police, Ipswich Police Dept, 15 Elm St, 01938, (978) 356-6626, Fax: (978) 356-6625, E-mail: p2nikas@ipswichpolice.org, Web: <http://www.ipswichpolice.org>

Pelham—Thomann, Gary L, Chief of Police, Pelham Police Dept, 2 S Valley Rd, 01002, (413) 253-0484, Fax: (413) 253-4031, E-mail: gmann612@yahoo.com

## Michigan

New Boston—Hinzmann, Gregory K, Chief of Police, Huron Twp Police Dept, 36500 S Huron Rd, 48164, (734) 753-4400, Fax: (734) 753-2225, E-mail: ghinzmann@hurontwpd.us

## Missouri

Kansas City—Forte, Darryl, Deputy Chief of Police, Kansas City Police Dept, 1125 Locust, 64106, (816) 234-5072, Fax: (816) 234-5013, E-mail: darryl.forte@kcpd.org, Web: <http://www.kcpd.org>

Lone Jack—Travis, Michael L, Captain, Lone Jack Police Dept, 401 N Bynum, 64070, (816) 697-2417, Fax: (816) 697-2532, E-mail: lonejackpd@yahoo.com

St Louis—Tanksley, Donnell W, Lieutenant/Platoon Commander, St Louis Metropolitan Police Dept, 4014 N Union Blvd, 63115, (314) 444-0001, Fax: (314) 444-0078, E-mail: dwtanksley@slmpd.org

## Nebraska

Crawford—Medeiros, Julio F, Chief of Police, Crawford Police Dept, 250 Main St, 69339, (308) 665-5946, Fax: (308) 665-1430, E-mail: jmedeiros.crawfordpd@gmail.com

## Nevada

Las Vegas—Zellhoefer, Teresa, Deputy Chief, NV Gaming Control Board, 555 E Washington Blvd, Ste 2600, 89101, (702) 486-2020, Fax: (702) 486-2230, E-mail: tzellhoefer@gcb.nv.gov, Web: <http://www.gaming.nv.gov>

Reno—Bennison, Karl, Deputy Chief, NV Gaming Control Board, 6980 Sierra Center Pkwy, 89511, (775) 823-7250, Fax: (775) 823-7272, E-mail: kbennison@gcb.nv.gov, Web: <http://www.gaming.nv.gov>

## New Hampshire

Alton—Heath, Ryan L, Chief of Police, Alton Police Dept, 15 Depot St, PO Box 240, 03809-0240, (603) 875-0757, Fax: (603) 875-0751, E-mail: police@alton.nh.gov, Web: <http://www.alton.nh.gov>

Henniker—Murdough, Ryan H, Chief of Police, Henniker Police Dept, 340 Western Ave, 03242, (603) 428-3213, Fax: (603) 428-7509, E-mail: hpd.murdough@ctds.net, Web: <http://www.hennikerpd.com>

Lebanon—Cohen, Timothy A, Captain, Lebanon Police Dept, 36 Poverty Ln, 03766, (603) 448-8800, Fax: (603) 448-3315, E-mail: tim.cohen@lebcity.com, Web: <http://www.lebcity.com>

Sandwich—Wyman, Douglas F, Chief of Police, Sandwich Police Dept, PO Box 272, 68 Maple St, 03227, (603) 284-7139, Fax: (603) 284-9209, E-mail: sandwichpd@cyberpine.net, Web: <http://www.town.sandwich.nh.us>

## New Jersey

Braddock—Bartuccio, Michael J, Captain, Winslow Twp Police Dept, 125 Route 73, Municipal Bldg, 08037, (609) 377-4782, E-mail: mbartuccio@winslowpd.com

Brigantine—Stone, John E, Chief of Police, Brigantine Police Dept, 1417 W Brigantine Ave, 08203, (609) 266-7414, Fax: (609) 266-1066, E-mail: jstone@brigantinebeachnj.com, Web: <http://www.brigantinebeachnj.com>

Cape May Court House—Taylor, Eugene T, Chief, Cape May Co Prosecutor's Office, 4 Moore Rd, DN #110, 08210, (609) 465-1150, Fax: (609) 476-1145, E-mail: etaylor@cmcpros.net

Clifton—Link, John E, Captain, Clifton Police Dept, 900 Clifton Ave, 07013, (973) 470-5894, Fax: (973) 470-2007, E-mail: jlink@cliftonpolice.org, Web: <http://www.cliftonpolice.org>

Cranbury—Varga, Rickey A, Chief of Police, Cranbury Twp Police Dept, 1 Logan Dr, 08512, (609) 395-0031, Fax: (609) 395-9216, E-mail: rvargalaw@aol.com

Edgewater—Ring, Dennis J, Lieutenant, Edgewater Police Dept, 916 River Rd, 07020, (201) 943-2200, Fax: (201) 943-8257, E-mail: darring2@msn.com

Mahwah—Sinnaeve, Robert P, Captain, Mahwah Police Dept, 221 Franklin Tpke, 07430, (201) 529-1000 Ext. 244, Fax: (201) 831-2066, E-mail: rsinnaeve@mahwahpd.org, Web: <http://www.mahwahpd.org>

New Brunswick—Travisano, Robert J, Chief of Co Investigators, Middlesex Co Prosecutor's Office, 25 Kirkpatrick St, 3rd Fl, 08879, (732) 745-4061, Fax: (732) 745-2089, E-mail: robert.travisano@co.middlesex.nj.us

## New York

Albany—Fazio, Thomas L, Deputy Superintendent Field Command, NY State Police, 1220 Washington Ave, Bldg 22, 12226, (518) 457-5936, Fax: (518) 457-4779, E-mail: tfazio@troopers.state.ny.us, Web: <http://www.troopers.state.ny.us>

Bronx—Gomez, Carlos M, Assistant Chief of Police, New York City Police Dept, 450 Cross Bronx Expwy, 10457, (718) 299-4133, E-mail: carlos.gomez@nypd.org

Nanuet—\*Fennell, Kevin A, Vice President, First Investors LE Financial Advisor, 25 Smith St, Ste 215, 10954, (845) 920-0331 Ext. 309, Fax: (845) 920-0354, E-mail: kafennell1@gmail.com

New Rochelle—\*Hayes, Edward, Police Officer, New Rochelle Police Dept, 475 North Ave, 10801, (914) 654-2227, Fax: (914) 632-7106, E-mail: ehayes@newrochelleny.com

—\*Serra, Tony, Owner, T&R Jewelers, 557 Main St, 10801, (914) 906-1250, Fax: (914) 636-0649, E-mail: info@trjewelers.com  
Port Washington—\*Mullins, Angela L, Police Commissioner, Port Washington Police District, 500 Port Washington Blvd, 11050, (516) 883-0500, Fax: (516) 883-4708, E-mail: lawformullins@aol.com

Sayville—\*Murphy, Daniel J, Private Investigator, Nighthawk Security Associates, 285 W Main St, Ste 200, 11782, (631) 218-2930, Fax: (631) 218-2931, E-mail: doc@nsatscm.com, Web: <http://www.nsatscm.com>

## North Carolina

Asheville—Benson, Sarah, Captain, Asheville Police Dept, PO Box 7148, 28802, (828) 259-5915, E-mail: sbenson@ashevillenc.gov, Web: <http://www.ashevillenc.gov>

—Ferguson, Rae, Lieutenant, Asheville Police Dept, PO Box 7148, 28802, (828) 259-5934, E-mail: rferguson@ashevillenc.gov, Web: <http://www.ashevillenc.gov>

—Fisher, Daryl, Captain, Asheville Police Dept, PO Box 7148, 28802, (828) 259-5934, E-mail: dfisher@ashevillenc.gov, Web: <http://www.ashevillenc.gov>

—Gudac, Gary, Asheville Police Dept, Lieutenant, PO Box 7148, 28802, (828) 259-5933, E-mail: ggudac@ashevillenc.gov, Web: <http://www.ashevillenc.gov>

—Pound, Sean C, Lieutenant, Asheville Police Dept, PO Box 7148, 28802, (828) 259-5907, E-mail: spound@ashevillenc.gov, Web: <http://www.ashevillenc.gov>

—Splain, Tim, Captain, Asheville Police Dept, PO Box 7148, 28802, (828) 259-5881, Fax: (818) 350-0089, E-mail: tsplain@ashevillenc.gov, Web: <http://www.ashevillenc.gov>

—Wood, Wade, Captain, Asheville Police Dept, PO Box 7148, 28802, (828) 259-5885, Fax: (828) 259-5823, E-mail: wwwood@ashevillenc.gov, Web: <http://www.ashevillenc.gov>

Charlotte—Golding, Roderick M, Captain, Charlotte-Mecklenburg Police Dept, 601 E Trade St, 28202, E-mail: rgolding@cmpd.org

—Sheldon, Kristen L, Supervisory Special Agent, FBI, Charlotte Division JTF, 400 S Tryon St Ste 900, 28285, (704) 331-4560, E-mail: kristen.sheldon@ic.fbi.gov

Raleigh—\*Epperly, Michael R, Legal Counsel, Risk Management Associates Inc, 4000 W Chase Blvd, Ste 350, 27607, (919) 834-8584, Fax: (919) 834-8150, E-mail: mepperly@rmasecurity.com, Web: <http://www.rmasecurity.com>

—Parker, Scott J, US Marshal, US Marshals Service, 310 New Bern Ave, Ste 100, 27611, (919) 856-4134, Fax: (919) 856-4812, E-mail: scott.parker2@usdoj.gov

Wilmington—Sanders, Osey D, Major, Univ of NC-Wilmington Police Dept, 601 S College Rd, 28403-5989, (910) 962-3185, Fax: (910) 962-4228, E-mail: sanderso@uncw.edu

## Ohio

Columbus—Bash, Richard A, Commander, Columbus Division of Police, 120 Marconi Blvd, 43215, (614) 645-4941, E-mail: rbash@columbuspolice.org, Web: <http://www.columbuspolice.org>

Elyria—Whitely, Duane P, Chief of Police, Elyria Police Dept, 18 West Ave, 44035, (440) 326-1200, Fax: (440) 326-1338, E-mail: whitely@elyriapolice.org, Web: <http://www.elyriapolice.org>

Highland Hills—Stitt, Antonio, Chief of Police, Highland Hills Police Dept, 3700 Northfield Rd, 44122, (216) 283-3007, Fax: (216) 283-3008, E-mail: astitt@vvhohio.org

## Oklahoma

Tulsa—Jordan, Chuck, Chief of Police, Tulsa Police Dept, 600 Civic Center, Ste 303, 74103, (918) 596-9378, Fax: (918) 596-9330, E-mail: cjordan@cityoftulsa.org, Web: <http://www.tulsapolice.org>

## Pennsylvania

Abington—\*Einhorn, Kenneth H, Otolaryngologist, Pinnacle ENT Associates, 1245 Highland Ave, Ste 502, 19001, (215) 886-1482, Fax: (215) 886-1491, E-mail: drum.ent@verizon.net

Butler—Slupe, Michael T, Sheriff, Butler Co Sheriff's Office, 300 S Main St, 16001, (724) 284-5245, Fax: (724) 284-5248, E-mail: mslupe@co.butler.pa.us, Web: <http://www.sheriffofbutlercounty.com>

Lansdale—McDyre, Robert B, Chief of Police, Lansdale Borough Police Dept, 35 Vine St, 19446, (215) 368-1801, Fax: (215) 393-9429, E-mail: rmcdyre@lansdalepd.org

Pittsburgh—Sumpter, Mark A, Chief of Police, Crafton Borough Police Dept, 100 Stotz Ave, 15205, (412) 921-2016, Fax: (412) 921-1818, E-mail: msumpster@craftonpolice.org, Web: <http://www.craftonpolice.org>



Rockledge—Miller, Gerald L, Chief of Police, Rockledge Borough Police Dept, 121 Huntingdon Pike, 19046, (215) 379-8801, Fax: (215) 379-1410, E-mail: rpd31c@yahoo.com

York—Demangone, Douglas M, Assistant Chief Co Detective, York Co District Attorney's Office, 45 N George St, 17401, (717) 771-9600, Fax: (717) 852-4942, E-mail: dmdemangone@york-county.org

## South Carolina

Greenville—Hunt, Stefainda F, Lieutenant, Greenville Police Dept, 4 McGee St, 29601, (864) 467-5148, Fax: (864) 467-5511, E-mail: ghunt@greenvillesc.gov

—Madden, Michael O, Lieutenant, Greenville Police Dept, 4 McGee St, 29601, (864) 467-5151, Fax: (864) 467-5150, E-mail: mmadden@greenvillesc.gov

Santee—Housand, Martin, Chief of Police, Santee Police Dept, 121 Dazzy Cir, 29142, (803) 854-2438, Fax: (803) 854-4100, E-mail: mhousand@tds.net

## Tennessee

Collegedale—Hardeman, James M, Lieutenant, Collegedale Police Dept, PO Box 1880, 37315-1880, (423) 468-1875, Fax: (423) 396-3138, E-mail: jhardeman@collegedaletn.gov, Web: <http://www.collegedaletn.gov>

Jonesborough—Hawkins, Matthew B, Chief of Police, Jonesborough Dept of Public Safety, 123 Boone St, 37659, (423) 753-1053, Fax: (423) 753-1072, E-mail: matth@jonesboroughtn.org, Web: <http://www.jonesboroughtn.org>

Memphis—Tusant, Jim, Executive Director, Memphis Police Foundation, 201 Poplar Ave, Rm 10-03, 38103, (901) 636-3771, Fax: (901) 636-3502, E-mail: jimtusant@vzw.blackberry.net, Web: <http://www.memphispolicefoundation.org>

## Texas

Allen—Hudson, Sid, Director of Information Technology, Allen Police Dept, 305 Century Pkwy, 75013, (214) 509-4851, E-mail: shudson@cityofallen.org

Austin—Davis, Christopher K, Director Enforcement & Legal Div, Texas Commission on Law Enforcement, 6330 US Hwy 290 E, Ste 200, 78723, (512) 936-7794, Fax: (512) 936-7714, E-mail: christopher.davis@tcleose.state.tx.us

Brownwood—Fuller, James M, Assistant Chief of Police, Brownwood Police Dept, 1050 W Commerce, 76801, (325) 646-2525, Fax: (325) 646-4939, E-mail: jfuller@ci.brownwood.tx.us

Dallas—Barnard, Dale A, Lieutenant, Dallas Police Dept, 1400 S Lamar St, 75215, (214) 728-1469, Fax: (214) 670-8687, E-mail: dale.barnard@dpd.ci.dallas.tx.us, Web: <http://www.dallaspolice.net>

Early—Mercer, David, Chief of Police, Early Police Dept, PO Box 3100, 76803, (325) 646-5322, Fax: (325) 646-3621

El Paso—Aguilar, Sylvia, Chief Deputy, El Paso Co Sheriff's Office, 3850 Justice Dr, 79938, (915) 538-2247

—Campa, Jesus E, Commander, El Paso Co Sheriff's Office, 3850 Justice Dr, 79938, (915) 538-2247

—Colorado, Angel, Commander, El Paso Co Sheriff's Office, 3850 Justice Dr, 79938, (915) 538-2247

—Cross, Paul, Commander, El Paso Co Sheriff's Office, 3850 Justice Dr, 79938, (915) 538-2247

—Lopez, Gomecino, Commander, El Paso Co Sheriff's Office, 3850 Justice Dr, 79938, (915) 538-2247

—Ortez, Frank, Commander, El Paso Co Sheriff's Office, 3850 Justice Dr, 79938, (915) 538-2247

—Wiles, Richard D, Sheriff, El Paso Co Sheriff's Office, 3850 Justice Dr, 79938, (915) 538-2247

—Wisneski, Wendy, Commander, El Paso Co Sheriff's Office, 3850 Justice Dr, 79938, (915) 538-2247

Forest Hill—Herbert, Robert, Chief of Police, Forest Hill Police Dept, 3336 Horton, 76119, (817) 531-5273, Fax: (817) 531-5263, E-mail: rherbert@foresthilltx.org

Houston—Agrawal, Rakesh, President & CEO, SnapStream Media, 6730 Long Dr, 77087, (713) 554-4572, Fax: (713) 644-3215, E-mail: rakesh@snapstream.com, Web: <http://www.snapstream.com>

—McKinney, Donald R, Assistant Chief of Police, Houston Police Dept, 1200 Travis, Ste 1550, 77002, (713) 308-1570, Fax: (713) 308-1573, E-mail: donald.mckinney@cityofhouston.net

Lubbock—Young, Andrew T, Mental Health Professional, Lubbock Police Dept, PO Box 2000, 79457, (806) 720-7830, Fax: (806) 720-7839, E-mail: ayoungprof@nts-online.net

Plano—Gromatzky, Michael, Assistant Chief of Police, Collin College Police Dept, 2800 E Spring Creek Pkwy, 75074, (972) 578-5579, Fax: (972) 599-3199, E-mail: mgromatzky@collin.edu, Web: <http://www.collin.edu/campuspolice>

<http://www.naylornetwork.com/iac-nxt>

## Utah

Nephi—Morgan, Michael H, Chief of Police, Nephi City Police, 42 East 200 North, 84648, (435) 623-1626, Fax: (435) 623-0309, E-mail: mhmorgan@nephi.utah.gov

Salt Lake City—Rohland, Lynn, Lieutenant, University of Utah Police Dept, 1735 E S Campus Dr, 84112, E-mail: lynn.rohland@dps.utah.edu

Vernal—Campbell, Keith, Assistant Chief of Police, Vernal Police Dept, 437 E Main, 84078, (435) 789-5835, Fax: (435) 781-0780, E-mail: kcampbell@vernalcity.org

## Vermont

Waterbury—Evans, Robert L, Captain/Asst Field Force Commander, Vermont State Police, 103 S Main St, 05671-2101, (801) 244-8775, Fax: (801) 241-5551, E-mail: revans@dps.state.vt.us

## Virginia

Alexandria—Pittella, Mark, Chief Inspector, US Marshals Service, 2604 Jefferson Davis Hwy, WSD CS-4 Ste 1001, 22301, (202) 353-3201, Fax: (202) 353-8327, E-mail: mark.pittella2@usdoj.gov

Manassas Park—Roberts, James, Lieutenant, Manassas Park Police Dept, 329 Manassas Dr, 20111, (703) 361-1136, Fax: (703) 330-2517, E-mail: j.roberts@manassasparkva.gov, Web: <http://www.manassasparkpolice.com>

McLean—Core, Ryan M, Manager of Justice/Public Safety Vertical, Adobe Systems Inc, 8201 Greensboro Dr, Ste 1000, 22102, (703) 883-2870, E-mail: rcore@adobe.com, Web: <http://www.adobe.com>

Newport News—Sheppard, Lorenzo L, Assistant Chief of Police, Newport News Police Dept, 9710 Jefferson Ave, 23605, (757) 928-4302, E-mail: sheppard@nngov.com

Quantico—Foster, Gary, Chief Operating Officer, FBI National Academy Associates, FBI Academy, 22135, (703) 632-1947, Fax: (703) 632-3645, E-mail: gfoster@fbinaa.org, Web: <http://www.fbinaa.org>

Virginia Beach—Bell, John L, Captain, Virginia Beach Police Dept, 2509 Princess Anne Rd, 23456, (757) 385-4709, Fax: (757) 385-4007, E-mail: jbell@vb.gov, Web: <http://www.vb.gov>

—Stolle, Kenneth W, Sheriff, Virginia Beach Sheriff's Office, PO Box 6098, 2501 James Madison Blvd, 23456, (757) 385-4073, Fax: (757) 427-5037, E-mail: kstolle@vbso.net, Web: <http://www.vbso.net>

## Washington

Othello—Inks, David M, Assistant Chief of Police, Othello Police Dept, 500 E Main St, 99344, (509) 331-2727, Fax: (509) 488-2385, E-mail: dminks@othello.washington.us

Vancouver—Parsons, Jim, IT Manager, Clark Co Sheriff's Office, 707 W 13th St, 98660, (360) 397-2113, Fax: (360) 759-6570, E-mail: jim.parsons@clark.wa.gov

—Pierce, Pandora, Records Manager, Clark Co Sheriff's Office, 707 W 13th St, 98660, (360) 397-2211, Fax: (360) 397-6074, E-mail: pandora.pierce@clark.wa.gov

## Wisconsin

Greendale—Malasuk, Robert M, Captain, Greendale Police Dept, 5911 W Grange Ave, 53129, (414) 423-2121 Ext. 113, Fax: (414) 423-2119, E-mail: rmmalasuk@greendalepolice.org, Web: <http://www.greendale.org>

Madison—Wall, Edward F, Administrator/Chief, Wisconsin Dept of Justice, Div of Criminal Investigation, 17 W Main St 5th Fl, 53703, (608) 266-1671, Fax: (608) 267-2777, E-mail: wallef@doj.state.wi.us, Web: <http://www.doj.state.wi.us>

Menomonie—Swartz, Todd W, Lieutenant, Menomonie Police Dept, 615 Stokke Pkwy, 54751, (715) 231-2631, Fax: (715) 232-1579, E-mail: swartz@menomonie-wi.gov

## Wyoming

Basin—Blackburn, Kenneth G, Sheriff, Big Horn Co Sheriff's Office, PO Box 69, 415 Murphy, 82410, (307) 568-2324, Fax: (307) 568-3828, E-mail: kgb@wyonnet.net

Guernsey—Elwood, Kenny D, Chief of Police, Guernsey Police Dept, PO Box 667, 81 W Whalen St, 82214, (307) 836-2400, Fax: (307) 836-2430, E-mail: kelwood@townofguernsey.wy.us

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

Frank T. Bailey, Chief of Police (ret.), Carmel, New York; Copake Falls, New York (life member)

Kevin J. Bourque, Sergeant, Boston University Police Department, Boston, Massachusetts

Bruce A. Crawford, Chief of Police (ret.), York Regional Police Service, Toronto, Ontario, Canada (life member)

Frederick K. Heineman, Deputy Chief of Police (ret.), Raleigh, North Carolina (life member)

Troy E. Higdon, Captain, Gadsden, Alabama

Michael C. Kallai, Chief of Police, Barberton, Ohio

Gene Muehleisen, Executive Director (ret.), California Peace Officer Standards & Training; Lynwood, Washington (life member)

Daniel F. Myers, Captain (ret.), Howell Township, New Jersey; Barnegat, New Jersey

Daniel W. Owad, Captain (ret.), Westlake, Ohio; Bay Village, Ohio (life member)

Frank L. Price, Special Agent in Charge (ret.), Federal Bureau of Investigation, San Diego, California (life member)

David H. Schneider, Assistant Chief of Police, Collinsville, Illinois

Walter P. Sych, Law Enforcement Sales (ret.), Sturm Ruger Co. Inc., Fairfield, Connecticut

Peter Warrick, Lieutenant Colonel, Florida Highway Patrol, Fort Lauderdale, Florida

Harold K. Weigele, Chief of Police (ret.), Middletown, New York; Fort Pierce, Florida (life member)

Charles V. Wunder, Owner, C. Wunder Investigations, Egg Harbor Township, New Jersey

# August 2010 Exhibitor Update

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



## **Remote sensing technology**

LaserAlly is Digital Ally's all new small, lightweight, and well-balanced LIDAR system, and it offers several feature enhancements relative to currently available competitive products. LaserAlly features the ability to pinpoint the speed and direction of a vehicle in single or multilane traffic, without regard to traffic congestion. The product also comprises a ruggedized enclosure for heavy use that is waterproof for harsh environmental conditions; anti-jamming technology to defeat detectors; a 6,000-foot maximum acquisition range and 1/3-second acquisition time; obstruction and weather modes; easy-to-use menu; and improved alignment stability and true continuous tracking.

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

## **Social crime mapping**

CrimeReports.com, the creator of the National Crime Map, unveils the new social utility, Neighborhood Central. It connects individuals, law enforcement agencies, community groups, and businesses at a hyper-local level, serving as a central point for accessing official crime data, sex offender data, local law enforcement announcements, and crime activity alerts. Unlike other social utilities, Neighborhood Central also provides a channel through which the public can contribute information in a crowd-sourcing model to help law enforcement at the block level and facilitates secure dialogue about local crime activity and community policing efforts.

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

## **In-car video system**

L-3 Mobile-Vision is introducing a new, low-cost version of its popular Flashback2 digital in-car video system. The Flashback2-Lite is designed for agencies that don't require wireless transfer and have a small number of videos to store and manage. Tailored for agencies with up to five cars, the product ships with free video management software and will allow budget-challenged agencies to equip their officers with groundbreaking video-capture technology at an affordable price. Video is stored on a commercial-grade removable compact flash card and is available from 8 gigabytes to 32 gigabytes. The complete system includes a solid-state digital video recorder and a 3.5-inch monitor console, among other features.

For more information, visit [http://www.mobile-vision.com/products/flashback2\\_lite.html](http://www.mobile-vision.com/products/flashback2_lite.html).





### **Seating**

Pro-gard Products is now offering the largest selection of seating functionality in the industry. With the addition of a new, contoured ABS transport seat, police departments can choose which style of seating they prefer. Pro-gard will continue to offer the traditional standard-bench ABS transport seat that has been popular for years. The contoured ABS transport seat is currently available for the Ford Crown Victoria. Versions for the Chevrolet Impala, the Chevrolet Tahoe, and the Dodge Charger will be offered soon. All versions are available in gray, which both matches Pro-gard's current line of floor pans and minimizes heat absorption from the sunlight.

For more information, visit <http://www.pro-gard.com>.

### **Online education**

American Military University (AMU) is a leading provider of accredited online education to public service professionals looking to take the next steps in their careers. AMU offers more than 70 bachelor's and master's degree programs, including criminal justice, emergency and disaster management, homeland security, and security management. Courses are 100 percent online and start monthly with eight- and sixteen-week classes available in many programs. Visit AMU's website to learn about its popular public safety programs.

For more information, visit <http://www.amuonline.com/public-safety>.

### **Secure, online database**

Pursuits is a vital, database-driven resource for law enforcement agencies empowering command staff to make better pursuit-related decisions based on hard data. With it, departments can track pursuit trends and potential problems, enabling staff to enhance policies and training. As a secure, online database that standardizes pursuit reporting across jurisdictions, Pursuits allows participating agencies to identify trends on the agency, state, and national levels. Pursuits is a product of LogIn, the company responsible for IACP Net. LogIn has more than 20 years of experience providing secure, private networks for law enforcement.

For more information, visit <http://www.login4pursuits.net>.



### **Bumper mounting system**

The specially designed and patent-pending Police Audiovisual Safety System (PASS), by Lund Industries, Inc., encloses the siren speakers in the upright of its bumper system, greatly improving sound on the ground plane in front of police vehicles. PASS solves speaker-mounting issues on new vehicles because the speaker is no longer mounted behind the bumper. The system features dual speakers and multiple sirens, and tones can be used independently. Multiple lighting options for front and side LEDs are available with an optional wiring harness for easy installation.

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For more information, visit <http://www.patriot3.com>.

### Reconfigurable walls

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# The Role of **Organizational Design** in Twenty-First Century Policing Organizations

By **Merlin Switzer**,  
**Sacramento Sheriff's  
Department, Captain (retired),  
Roseville, California**

**T**he law enforcement profession is again battered by the cyclical fiscal upheaval that returns every few years. Just one decade into this new century, and the issues that confront law enforcement, as well as the challenges that lie ahead, threaten to overwhelm its leaders. Yet many law enforcement leaders do not take time to think and act strategically to meet these challenges. As philosopher Francis Bacon suggests, "Things alter for the worse spontaneously, if they be not altered for the better designedly." Similarly, police futurist Bernard Levin, EdD, said of law enforcement, "Short term thinking abounds and strategic thinking does not."<sup>1</sup> Identifying the forces of change that will challenge the current organizational design and designing the new organization are the hallmarks of twenty-first century leadership. This article will present a framework to consider when making organizational design changes.

When most people hear the term "organizational design," the most common image that comes to mind is the organization chart or structure. Actually, organizational design is much more. Jay Galbraith, author of *Designing Organizations*, says, "The framework of organizational design is the foundation on which a company bases its design choices. The framework consists of a series of design policies that is controllable by management and can influence employee behavior."<sup>2</sup>

Galbraith recommends his "Star Model" for choosing an effective organizational design. The Star Model provides a framework that identifies five categories for consideration when making organizational design changes: strategy, structure, people, process, and rewards. When these five categories are properly aligned, the organization will operate most effectively to guide employee behavior in ways that produce the desired results. This framework will be used to explain the role of organizational design as a tool for leaders to use in improving organizational effec-

tiveness as departments move further into the twenty-first century.

## **Forces of Change**

Forces currently at work are causing significant change. According to Sarah Miller Caldicott, great-grandniece of Thomas Edison and coauthor of *Innovate Like Edison*, the primary reason for this change is the transition from the Industrial Age to the Information Age: "Information is not yet knowledge. Organizations will be charged with taking information sets, looking for patterns, and creating products or services through innovation. . . . Putting information together in new ways is what the Information Age is teaching us."<sup>3</sup> Caldicott identified the following additional forces:

- increasing complexity in the world, which is shrinking the decision-making horizon to three years or fewer;
- social networking, which allows individuals to find real expertise faster;
- the Gen X and Gen Y mind-sets have been acculturated with technology, social networking, and a high level of visual stimulation, which gives them access to real-time information and enables faster decision making; and
- a deeper culture that emphasizes learning and flexibility in light of the developing supercomputing capacity that allows organizations to get information faster, even from the field.

Levin agreed that social networking is increasingly important in a global community where jurisdictions and crime are morphing and as crime increasingly crosses country borders, such as with child pornography. Different networks have developed to give officers access to other officers around the world. Some of these networks are formal, sanctioned functions of departments or governments, and others are informal networks that thousands of officers from around the world use to share information and link with officers dealing with similar problems.

Another police futurist, Gene Stephens, PhD, believes that the lack of resources will put pressure on some departments to move toward public safety agencies tasked with delivering police, fire, and EMT services. This will require a more highly trained staff who will demand higher salaries. On the topic of declining resources, Levin felt the current fiscal crisis is endemic of the future, causing police to scale back to basic service levels.<sup>4</sup> Citizen groups desiring more service will look for other options to supplement the basic police service.

Greg Warren, EdD, Wilmington University professor and retired Delaware State Police captain, believes litigation over issues internal to police departments is a driving force for change.<sup>5</sup> Many of these issues pertain to character, which relates to who is hired and retained, as well as how employees are developed over the course of their careers.

In summary, there are a variety of forces pushing for organizational design changes in police organizations. Examples include innovation in the Information Age, complexity in an increasingly global community, social networking, technology, shifting employee mind-sets, shrinking resources, and a litigious society. The organizational design of the department must address these forces of change.

## **Organizational Design**

In their article "Business Not as Usual," Susan A. Mohrman and Ian I. Mitroff capture this thought, "The deeper problems . . . result from America's failure to produce quality products that can compete in world markets. The root of that failure is the inability to realize that the rules of doing business have changed fundamentally and permanently."<sup>6</sup>

Often, the mind-set of police leaders is that these rules don't apply to them because police agencies do not produce products or compete in the global market. But law enforcement does produce a product—it is





called “service.” Chief Todd Wuestewald, Broken Arrow Police Department, Oklahoma, said, “We are a business and, as such, are bound to be cost effective and innovative to reduce costs . . . and bring information from people to the top of the organization.”

Organizations, even in policing, are at risk of going out of business. An Ohio study cited by Edward R. Maguire and William R. King found that during a 29-year period ending in 1999, 115 police departments disbanded and only 15 were formed.<sup>8</sup> Two reasons organizations disband are lack of resources and poor use of resources.

Galbraith writes, “The business world has changed. The solutions to many of today’s issues have their roots in new organizational designs.”<sup>9</sup> In other words, the role of organizational design is to help an organization achieve its mission. When the operational environment changes, so must the characteristics of the organization’s design.

Galbraith’s Star Model provides the opportunity to review how each category plays a role in organizational design.

**Strategy.** Strategy refers to the organization’s vision, mission, values, goals, and objectives. Pursuing these is critical for organizational success. For example, many policing organizations began to gravitate to community policing in the 1980s. This switch from traditional policing to community policing reflected a change in strategy—one that put a priority on building community partnerships to address crime and quality-of-life issues in the community. Community policing fundamentally involves a philosophical mind-set shift from a perspective that police are solely responsible for fighting crime to a perspective of partnership to address not only crime, but also quality-of-life issues.


In order to accomplish the strategy, the other categories of organizational design—

structure, people, processes, and rewards—should be adjusted in ways that will support the strategy. Failure to develop this alignment will undermine a successful transition.

**Structure.** Structure primarily refers to how power and authority are dispersed in the organization. Typically, structure is manifested in four ways: specialization, organizational shape, distribution of power, and departmentalization.

Using community policing as an example, when organizations adopted a community policing strategy, many of them developed specialized community policing units. This not only signified a move to specialization, but also changed the organizational shape by adding another box to the organizational chart. Part of the success of community policing was pushing decision making to lower levels of the organization by empowering officers to enlist assistance from staff in other divisions internal to the

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police department, as well as by enlisting help from external stakeholders to facilitate problem solving.

The role of structure is to support the organization's strategy. Levin says of the typical police hierarchy, "Policing is an industrial-age, linear, hierarchical, centralized, specialized, and tradition-bound enterprise. It is paramilitary, having adopted the least functional characteristics of the military (e.g., command, hierarchy, tradition, and rigid structure) while abandoning the most vital characteristics of the military (e.g., quality training, research, team orientation, leadership development, and mission/values consciousness)."<sup>10</sup>

According to Caldicott, "When you have complex decisions, you have to go higher up the organization. You lose a lot when you have to go to the top of the pyramid to get a decision. . . . Information, knowledge, and passion is lost along the way." As a result, Caldicott maintains that organizations need to be flatter to make faster decisions and speed innovation.<sup>11</sup>

Chief Wuestewald implemented a structural change to empower officers at varying levels of the department to participate in a shared leadership program called Leadership Team (LT). He described it as a parallel organization comprised of 12 people who make important policy decisions about the

organization. The chief's office does not participate, and all decisions made by the LT are supported by senior management. According to the article "Shared Leadership: Can Empowerment Work in Police Organizations?" written by Chief Wuestewald and Brigitte Steinheider, organization commitment, employee productivity, and labor relations have improved as a result of implementing the LT. The LT approach served to "flatten" the organization by involving frontline employees in this decision-making process.<sup>12</sup>

Chief Richard Myers, Colorado Springs Police Department, Colorado, suggests that a networked structure, which is a matrix type of organization, could be more effective. In this type of structure, an employee might answer to more than one boss, depending on the type of reporting relationship. Chief Myers provides this example:

*Neighborhood beat officers receive the "big picture" (mission and values) from the chief. They receive fiscal and human resource direction and support from local governmental resources. They identify priorities through the direction provided by their Neighborhood Advisory Council. Intelligence is received from local intelligence centers, and the beat teams consult the analysis center to identify strategies in problem solving. Problem identification is developed with input from the intelligence, the neighborhood citizens, the beat officers, the chief, and the local elected officials. Expert and specialized input comes from community-based resources such as universities and business leaders.<sup>13</sup>*

The crux of the matter is this: what structure will optimally support an organization's strategy? Policing organizations in the future will likely be different from today if leaders are to meet the needs of an increasingly complex environment.

**People.** The people aspect refers to the human resource policies in an organization and pertains to the recruiting, the selection, the rotation, the training, and the development of employees. Developing a high-performing, engaged workforce does not happen by accident.

In her article, "Designing Organizations for Growth: the Human Resource Contribution," Susan Mohrman says, "Organizational approaches must foster extremely high levels of employee engagement and customer focus. Motivational and talent issues can be addressed in part through selection, training, and rewards, but also through the design of work systems characterized by integrated and seamless customer experiences."<sup>14</sup>

This implies a more holistic approach involving workforce planning—a cradle-to-grave perspective about the employee life cycle. A subset of workforce planning is succession planning, which is preparing

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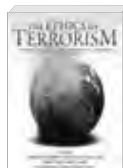
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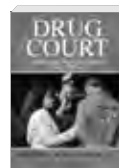
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employees to accept greater levels of responsibility within the organization.

When organizations made the transition to community policing, many changed their selection processes to recruit and hire officers who would be better fits with the organizations' new strategies. New and existing officers were trained in community policing and problem solving. Some organizations changed their promotional processes to promote leaders who embraced community policing. These are examples of appropriate steps to align people with the organization's strategy.

As the strategy and structure of organizations change in the twenty-first century, human resource practices will play a critical role in aligning people to support these changes. Susan Mohrman and Edward Lawler III support this assertion in their article, "Transforming the Human Resource Function," when they write, "Clearly one of the most important challenges every human resource function faces is to reinvent its structure and organization so that it can deliver in the future the kinds of systems and business partnership behaviors that will make its organization more effective."<sup>15</sup>

**Process.** Process refers to how an organization functions. Some processes are vertical, such as planning. Other processes are horizontal, or lateral, and are designed around workflow, such as the handling of a citizen's call, from the initial call to the final resolution.

Both vertical and horizontal processes are important. As organizations grow in an increasingly chaotic environment, lateral processes become more important as a means of coordinating activities. Lateral processes help an organization speed decision making, build stronger networks, and enhance problem solving. Policing organizations benefit from effective processes that can deliver these kinds of results.

In community policing, officers often work collaboratively to solve crime and quality-of-life issues. Crime analysis was added as a tool to provide officers with up-to-date information about emerging crime trends. Armed with this information, offi-

cers work together across shifts to collect additional information and develop strategies to stop the problem. Frequently, they involve citizens, community-based organizations, other city departments, and staff in other areas of their organization, such as investigations. This is all part of the problem-solving process.

If Chief Myers is right about the emergence of networked policing, for example, what processes will be needed to support that kind of structure? Where there is a matrix type of relationship, identifying and implementing processes that support the structure and strategy are essential. Without them, people will have problems making the network function properly.

**Rewards.** Rewards provide the incentive and motivation to attain the organization's strategy. Rewards serve to reinforce the desired behaviors—behaviors that will support the organization's strategy. Rewards can be extrinsic—such as monetary incentives, promotion, and formal recognition; or intrinsic—such as feelings of accomplishment or self-esteem.

Too often, organizations shift aspects of strategy, structure, people, or processes, but fail to align rewards with the change. When this occurs, rewards become ineffective or countereffective by rewarding behavior that is at odds with the shift.

The right rewards will be essential in the redesign of organizations. Rewards also answer the question of "What's in it for me?" for the individual, the team, and the organizational workforce.

### The Future

In the words of psychiatrist R. D. Laing, "We live in a moment of history where change is so speeded up that we begin to see the present only when it is already disappearing." If this is so, it is essential that leaders and managers understand and employ organizational design effectively. A good design starts with strategy and then appropriately aligns structure, people, processes, and rewards.

The demands of the twenty-first century require progressive leaders who are

willing to take risks with organizational design and let go of the security and tradition of the hierarchical police pyramid. Those who successfully answer the call will be the ones who understand these five categories of organizational design and can align them optimally. ❖

Merlin Switzer welcomes reader inquiries and comments at [change@surewest.net](mailto:change@surewest.net).

### Notes:

<sup>1</sup>Bernard Levin, telephone interview, October 30, 2008.

<sup>2</sup>Jay R. Galbraith, *Designing Organizations* (San Francisco: Jossey-Bass, 2002), 9.

<sup>3</sup>Sarah Miller Caldicott, personal interview at the Institute of Management Consultant's Annual Conference in Reno, Nevada, October 28, 2008.

<sup>4</sup>Bernard Levin, telephone interview, October 30, 2008.

<sup>5</sup>Greg Warren, telephone interview, October 28, 2008.

<sup>6</sup>Ian I. Mitroff and Susan A. Mohrman, "Business Not as Usual," *Training and Development Journal* (June 1987): 37.

<sup>7</sup>Todd Wuestewald, telephone interview, October 30, 2008; and Gene Stephens, telephone interview, October 22, 2008.

<sup>8</sup>Edward R. Maguire and William R. King, "The Changing Landscape Of American Police Organizations," *Policing 2020: Exploring the Future of Crime, Communities, and Policing*, ed. Joseph A. Schafer (Police Futurist International and Futures Working Group, October 2007), 340.

<sup>9</sup>Galbraith, 7.

<sup>10</sup>Bernard H. Levin, "Human Capital in Policing: What Works, What Doesn't Work, What's Promising?" *Policing 2020: Exploring the Future of Crime, Communities, and Policing*, ed. Joseph A. Schafer, (Police Futurist International and Futures Working Group, October 2007), 417.

<sup>11</sup>Caldicott, personal interview, October 28, 2008.

<sup>12</sup>Todd Wuestewald and Brigitte Steinheider, "Shared Leadership: Can Empowerment Work in Police Organizations?" *The Police Chief* 73 (January 2006): 48–55.

<sup>13</sup>Richard W. Myers, "From Pyramids to Networks: Police Structure and Leadership in 2020," *Policing 2020: Exploring the Future of Crime, Communities, and Policing*, ed. Joseph A. Schafer (Police Futurist International and Futures Working Group, October 2007), 506.

<sup>14</sup>Susan A. Mohrman, "Designing Organizations for Growth: the Human Resource Contribution," *Human Resource Planning* 30, no. 4 (2007): 39.

<sup>15</sup>Susan A. Mohrman and Edward E. Lawler III, "Transforming the Human Resource Function," *Human Resource Management* 36, no. 1 (1997): 61.

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# Continued Utility of Civil Service for the Chief's Position

By Alice E. Perry, Assistant District Attorney, Northwestern District Attorney's Office, Northampton, Massachusetts, and Doctoral Candidate at Northeastern University

*This article is based on a survey of police chiefs in Massachusetts, and the focus is on the respondents' attitudes about the continued utility of civil service for the chief's position and the concomitant issue as to when leadership training should begin.*

Civil service, whether it is state or local, provides a measure of job security against political changes. Critics of the system have pointed to the bureaucratic rigidity of civil service and the lack of flexibility and discretion in decisions. The civil service systems came about in the late 1800s and early 1900s to solve the problems of political patronage and corruption in government agencies, and, in some states, they still strongly influence government personnel decisions. Over the years, not much has changed in the civil service system.

Unlike the civil service system, the policing strategy in the United States has undergone tremendous shifts. Currently, policing is in the problem-solving era. One author contends that "strong leadership is integral to the success of preventive policing."<sup>1</sup> The issue of leadership is of paramount importance for a variety of reasons; chief among those reasons is the global world with its varied cultures and diverse attitudes about law enforcement. Second is the intense media scrutiny of all things law enforcement, with its attendant local, national, and global publicity, which places a heightened stress on police leaders. Third, current economic woes facing the United States demand that fiscal resources spent on police agencies reap the most benefit for the communities they serve.

### The Setting

The Commonwealth of Massachusetts has most of its population of 6.6 million living in the Boston metropolitan area. The

eastern half of the state is made up of urban and suburban with a mix of rural areas, while western Massachusetts is mostly rural. Massachusetts is the most populous and wealthiest (by gross domestic product per capita) of the six New England states.

Massachusetts has been significant throughout U.S. history. Plymouth, Massachusetts, was the second permanent English settlement in the United States. Colonists from England founded many Massachusetts towns in the 1620s and 1630s, and many residents today can trace their roots back to these founding families. Then during the eighteenth century, Boston became known as the "cradle of liberty" for the agitation there that led to the American Revolution and the independence of the United States from Great Britain. It was also a center of the temperance movement and abolitionist activity. In 2004, Massachusetts became the first U.S. state to legally recognize same-sex marriage. Today, the state's economy is based on higher education, health care, technology, and financial services.

Massachusetts policing is steeped in tradition. During the political entrenchment era in policing from 1840 to 1900, police departments were decentralized into precincts. The neighborhoods were significantly influenced by local politicians that created an inextricable link between the politicians and the police. This was a time when cities were controlled by political machines. The politicians decided who would be hired as police officers and who would be rejected. These close ties with politicians inevitably led to patronage and corruption.<sup>2</sup>

### Civil Service System

The reform and the professionalization of Massachusetts police departments began in the 1920s. Standards for eligibility,

recruitment, and training were instituted. Centralization of decision making was implemented to remove political control from the precincts. A chain of command with an attendant rank-and-file system was established, which included top-down management with one-way authority over decision making.

During the reform era, Massachusetts police departments and the police chief's position were made part of the civil service system.<sup>3</sup> It was assumed that if a prospective employee had to take an exam and score high enough to be hired, hiring practices would be removed from the politicians' grasps. In other parts of the United States, police leaders such as Orlando Winfield Wilson opposed the civil service system because of the belief that the civil service tests encroached upon the police chief's ability to select the most qualified personnel for leadership positions.<sup>4</sup>

Massachusetts is currently in the problem-solving era of policing. Problem-oriented policing seeks to integrate the police into the social fabric of the community.<sup>5</sup> Problem-solving policing must de-emphasize control and discipline and focus on leadership.<sup>6</sup>

### Study Methodology

The *Massachusetts Chief of Police Questionnaire* was disseminated to the 350 police chiefs in Massachusetts; 100 police chiefs returned useable responses for a 28 percent response rate. A written survey was chosen as the research vehicle to solicit the wisdom of the Massachusetts chiefs on matters currently being debated by public policy makers nationally, as well as in Massachusetts.

The survey instructions advised the prospective respondents that the responses would remain anonymous and confidential.





The June 2010 issue of *Police Chief* magazine published an article titled "Seniority Rights." This article was based on a study of eight mid-sized police departments in southeast Michigan to gauge officer perceptions regarding seniority-rights practices affecting departmental operations and career advancement. Readers are encouraged to review the seniority rights article while reading this article about the survey conducted in Massachusetts with a focus on the utility of civil service for the chief's position.

Michael E. Walleman, "Seniority Rights," *Police Chief* 77 (June 2010): 32–36.

The project was approved by the Northeastern University Institutional Review Board. As per the Code of Federal Regulations title 45, part 46, 117(c)(2), signed consent was waived as the research presented no more than minimal risk of harm to subjects and involved no procedures for which written consent is normally required. The survey was broad in scope, covered a range of issues, and included both open- and closed-ended questions and a Likert scale.<sup>7</sup> The survey responses were rich with information because most respondents added narrative explanations to their responses. This article focuses on the survey results that address when leadership development should begin and the continued utility of a civil service for police chiefs.

### Survey Analysis

**Demographics:** The respondent police chiefs ranged in age from 31 years old to 65 years old. Ninety-eight were white, one was black,

and one respondent did not indicate race. Ninety-four of the respondents were male, and six were female.

In answering the questions about the highest education attained, sixty-five respondents had graduate degrees, nineteen had bachelor's degrees, nine had associate's degrees, and three had high school diplomas. Four respondents did not answer the education question.

The sizes of the police departments were also ascertained. Sixty-six respondents indicated their departments employed fewer than fifty employees, twenty-nine respondents reported their departments employed between fifty and five hundred employees, and five respondents did not answer the question.

**Preferred education level:** 84 percent of the responding Massachusetts chiefs possess a bachelor's degree, and, of particular note, approximately 68 percent possess a graduate degree. However, when queried about the level of education a police recruit should



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**Figure 1. Preferred Educational Level for Law Enforcement**

		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	High School	5	5	5	5
	Associate's	45	45	45	50
	Bachelor's	46	46	46	96
	Narrative Provided	4	4	4	100
<b>Total</b>		100	100	100	

possess, the chiefs were almost evenly split in their preference for either an associate's degree or a bachelor's degree (see figure 1).

An insightful observation was penned by one chief, who commented on the educational background of his department.

*Eighty percent of my officers now have, at a minimum, a bachelor's degree; unfortunately, they all majored in criminal justice. I wish we could . . . attract candidates who might have a degree in philosophy, economics, history, or something other than criminal justice. I think it would make for a more well-rounded department. If you are intelligent, motivated, and sincerely committed to making a difference, we can teach you all the "cop stuff." It has always bothered me that we will pay an educational stipend to someone pursuing an associate's degree in criminal justice from Bunker Hill Community College, but will not offer the same to someone pursuing a bachelor's degree in sociology from Columbia.*

The author has heard the chief's sentiments expressed many times over the course of this study. In short, the chiefs are saying that the law enforcement field would be well served with a diversely educated workforce, for example the addition of forensic accountants for white-collar investigations or mechanical engineers for accident reconstruction. In order to better serve communities and move in time with technological advances, the police forces should reflect this reality with diversification in educational backgrounds of recruits.

**Attitude toward the civil service system:** The civil service system was created by the desire to thwart political patronage and to remove government departments from political influence. The civil service system in Massachusetts was established in 1884.<sup>8</sup> To hire police officers in Massachusetts cities and towns that use the civil service system, the appointing authority must use the "rule of three." The rule of three requires that the appointing authority select the candidate from the top three scores on the civil service examination. If a decision is made to bypass a name on the list, the appointing authority must justify the decision.

The Worcester, Massachusetts, Research Bureau reports that in cities with popula-

tions surpassing populations of 40,000, approximately 60 percent of police chief positions come under the civil service system.<sup>9</sup> Adherence to the rule of three limits the discretion of the hiring body in the selection process for a new police chief. Candidates

who are bypassed for promotion may grieve the bypass to the appointing authority and then to the Civil Service Commission.<sup>10</sup>

The litigant can appeal the Civil Service Commission's decision to the Superior Court and onward to the Massachusetts Supreme Judicial Court. Both of these courts review the Civil Service Commission's decision on promotion to determine if it violates any of the standards set forth in the administrative procedure statute governing judicial review and cases construing those standards.<sup>11</sup> If the litigation is protracted, it can divide a department. There have been incidents when a passed-over captain spends years litigating the decision while still working with the successful candidate for police chief. This can create a divided workforce among employees supporting the passed-over captain versus the current chief.

According to Jonathan Walters, senior correspondent for *Governing* magazine, "[T]ime hasn't been kind to the Massachusetts merit system. Title IV, Chapter 31, of the Massachusetts General Code, entitled 'Civil Service,' a ponderous 233-page set of rules and precedents, is no longer up to the big job of helping government in Massachusetts recruit and hire the most talented personnel possible. Over the course of the century, Massachusetts has fallen well behind the leaders in public sector personnel administration practice."<sup>12</sup>

Walters points out that, nationally, other state public administration officials have been examining ways to improve the hiring, the recruitment, and the evaluation of state employees.

Every state, with the exception of Georgia and Texas, has civil service systems.<sup>13</sup>

Of the police chief respondents in this survey, 63 percent did not hold a civil service position; 34 percent did have a civil service position. When queried as to whether the chief's position

should remain in the civil service or should be removed from civil service, 41 percent believed the chief's position should be removed from civil service; 33 percent disagreed (see figure 2).

Most of the narrative responses believed the chief's position should be removed from civil service. Following are some responses from three chiefs on the civil service issue:

*I have changed my position over the years. I used to think that the chiefs needed civil service protection, but now I see that the cities and towns need protection from bad chiefs they cannot get rid of.*

*Civil service should be abandoned so as to ensure employees are hired and retained on their own merit, and not where they appear on a list.*

*That's a difficult question. There are pros and cons to both, but I guess in the long run, the community is best served by a non-civil service chief.*

The civil service issue is quite important. In order to maintain the high standards by police departments, it may be time to rethink the constraints placed on departments by adherence to the civil service system, starting with the chief's position.

**Leadership development:** The real issue is whether the civil service system provides the best leaders for the position. Today's role of the police chief is changing and extremely demanding. The erosion between state and federal boundaries has broadened the police chief's focus beyond local issues. Technology has changed the way in which police departments are directed and managed. Technology has also changed the way chiefs and police departments communicate with the community. The increased media attention to law enforcement and the use of social media outlets to show local policing activities and crime have added to the pressures of the chiefs' job.

In addition, the chief needs new management and leadership skills. Police chiefs must possess the talent to lead, motivate, and train the officers moving up the ranks. This officer training and education must be completed with increasingly smaller budgets and with the knowledge that lawsuits

**Figure 2. Chief's Position: Remain or Remove from Civil Service**

		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	Remain	33	33	33.7	33.7
	Remove	41	41	41.8	75.5
	Narrative Provided	24	24	24.5	100
	Total	98	98	100	
<b>Missing</b>	System	2	2		
<b>Total</b>		100	100		



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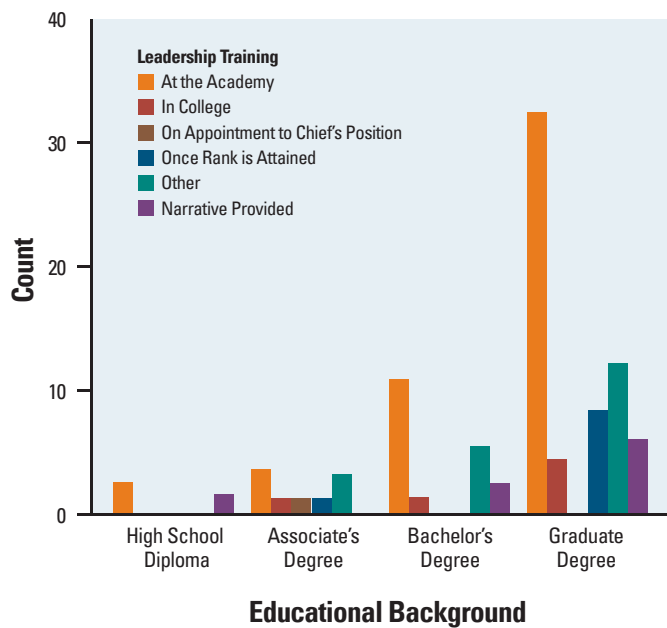
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**Figure 3: Chief's Educational Background Compared with Training Recommendation**



against municipalities and police departments continue to rise and show no signs of abating. Police chiefs require the intellectual acuity in this increasingly global world to respond with alacrity when presented with a crisis.

A critical element of this survey was to determine when leadership training should begin. Fifty-one percent of the responding chiefs replied that leadership training should begin at the police academy. That response did not change when cross-tabulated with the size of the department or with the

ing the academy training to develop police leaders is a cost-effective measure. This makes leadership development at the police academy level all the more relevant and necessary for twenty-first century training.

### What the Chiefs Said

This survey set out to see how Massachusetts police chiefs felt about three important items, and they have responded accordingly. The critical messages follow:

- Of the respondents, 41 percent believe the chief's position should be removed

respondent's educational background (see figure 3).

The response to this question is one of the most important in the survey because this overwhelming response is a mandate from the collective sagacity of the respondents. It would be prudent for public policy makers to take note as they design the curriculum for new police officers entering the police academy and in the development of leadership curriculum for police officers during the course of their careers. During these turbulent economic times, utiliz-

from civil service—and of the 24 percent who wrote narrative responses, most wrote that the chief's position should be removed from civil service. Conversely, 33 percent believed the chief's position should remain in civil service.

- Chiefs are saying the law enforcement field would be well served with a diversely educated workforce.
- Of the responding chiefs, 51 percent replied that leadership training should begin at the academy. All other categories linger far behind this recommendation.

Based on the outcomes of this study, it behooves public-policy makers to examine the current bureaucratic systems to see if they are still relevant. Policy makers would do well to listen to the sagacity of the present chiefs when deciding policy for future police leaders. ❖

### Notes:

<sup>1</sup>David A. Harris, *Good Cops: The Case for Preventive Policing* (New York: The New Press, 2005), 131.

<sup>2</sup>Larry K. Gaines and Victor E. Kappeler, *Policing in America* (Cincinnati, Ohio: Anderson Publishing, 2003).

<sup>3</sup>Ibid.

<sup>4</sup>Edward A. Thibault et al., *Proactive Police Management*, 4th ed. (Upper Saddle River, NJ: Prentice Hall, 1998).

<sup>5</sup>Herman Goldstein, *Problem Oriented Policing* (New York: McGraw-Hill, 1990).

<sup>6</sup>EmmaJean "E.J." Williams, "Structuring in Community Policing: Institutionalizing Innovative Change," *Police Practice and Research* 4, no. 2 (2003): 119–129.

<sup>7</sup>The Likert scale is an ordered, one-dimensional scale from which respondents choose one option that best aligns with their view. A common form is an assertion, with which the person may agree or disagree to varying degrees. In scoring, numbers are usually assigned to each option (such as 1 to 5).

<sup>8</sup>Jonathan Walters, "Toward a High-Performance Workplace: Fixing Civil Service in Massachusetts" (white paper, Pioneer Institute for Public Policy Research, Boston, Mass., 2000), 1, <http://www.pioneerinstitute.org/pdf/wp13.pdf> (accessed March 19, 2006).


<sup>9</sup>Worcester Regional Research Bureau, "Reorganizing Public Safety Functions: Considerations For and Against," Report No. 05-05 (December 15, 2005), 1–15.

<sup>10</sup>*Mass. Assoc. of Minority Law Enforcement Officers v. Abban*, 434 Mass. 256, 748 N.E.2d 455 (2001).


<sup>11</sup>*Id.*

<sup>12</sup>Jonathan Walters, "Toward a High-Performance Workplace," 1.

<sup>13</sup>*Ibid.*



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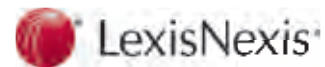
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## The Untruthful Employee:

# Is Termination the Only Response?

By Ronal Serpas, Superintendent, New Orleans, Louisiana, Police Department; and Michael Hagar, Captain, Metropolitan Nashville, Tennessee, Police Department

**Editor's Note:** When this article was originally written, Ronal Serpas was the chief of police for Metropolitan Nashville, Tennessee. Between writing the article and its publication date, Serpas accepted a new position as Superintendent of Police for the City of New Orleans.

For the past seven years, the magazine has published articles building on the knowledge base of this issue. Other articles published by the *Police Chief* on the subject include "Brady Is Middle-Aged—but Is Compliance in Its Infancy for Some Agencies?" by Julie Risher (June 2008); "Should Police Officers Who Lie Be Terminated as a Matter of Public Policy?" by Elliot Spector, (April 2008); "Disclosing Officer Untruthfulness to the Defense: Is a Liars Squad Coming to Your Town?" by Lisa A. Judge (November 2005); and "Police Officer Truthfulness and the Brady Decision," by Jeff Noble (October 2003). This article adds to the body of knowledge of addressing employee untruthfulness.

Over the decades, law enforcement leaders have been under increasing pressure to answer the question, "What do I do with a law enforcement employee who has been proven to be untruthful in the workplace?"

Many departments have been confronted with significant and far-reaching court decisions that play prominent roles in this decision-making process, as well as vigorous debates and lengthy court battles with labor organizations around the issue of truthfulness expectations in policy and disciplinary actions.

The U.S. Department of Justice has issued far-reaching instructions on the conduct of federal law enforcement cases that may involve local and state police employees who have histories of being untruthful in the workplace. There have been articles published in *Police Chief* magazine and other publications discussing this issue. In light of these critical and evolving issues, a recent decision from the Tennessee Court of Appeals analyzing the procedures and practices of the Metropolitan Nashville Police Department (MNPD), in Davidson County, Tennessee, can be instructive.





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Without disregarding the import and consequences of *Brady v. Maryland*<sup>1</sup> and *Giglio v. United States*,<sup>2</sup> this article proposes that it should be the public policy of law enforcement agencies that untruthful conduct by a law enforcement agency employee has a most damaging effect on the day-to-day efficient and effective service of policing. Moreover, the use of untruthful statements to avoid disciplinary action further undermines the efficient and effective service expected of police departments. Truthfulness by employees is not only an issue of witness credibility in a court of law; it is the fundamental nature of law enforcement service and strikes to the core of the ability to provide appropriate service. As a result, untruthful conduct must be met with the most serious of disciplinary action: termination.

### **Credibility Is Essential**

Ethical dilemmas have plagued many professions for centuries. However, few draw the attention, or more properly the publicity, than those involving law enforcement officers. In a law enforcement agency, employees are in a unique position because they testify under oath as a job requirement, and many testify frequently.

Police officers complete factual reports based upon their investigations and observations. These reports are relied upon by others to further investigations and are often used as critical evidence in courts of law. These officers take enforcement action; secure evidence; maintain confidential information; have access to privileged information; handle drugs, money, and guns; process crime scenes; maintain reports of crimes and accidents; and, importantly, they are authorized by law to dispossess others of their constitutional rights and use deadly force when appropriate. Simply put, a law enforcement official's word, and the complete veracity of that word, is the fundamental expectation of service.

In all areas of a law enforcement agency, employee credibility is essential to the agency's ability to carry out its mission. As agencies remove sworn personnel from some nonenforcement roles and hire and train civilian personnel, many of these ethical issues also arise. In Nashville, for example, civilian employees handle property and evidence, process crime scenes, enter and maintain crime reports, process crime statistics that drive law enforcement activities, and perform similar duties where a strong ethical duty exists. The fundamental duty of any employee of a law enforcement agency falls into the same category of complete expectations of absolute truthfulness in furtherance of the efficiency and effectiveness of service to the community.

The effectiveness of a law enforcement agency and its members depends on community respect and confidence. The trust earned by the department allows its employees to operate efficiently. It is vitally important that all employees of a law enforcement agency conduct themselves in a manner demonstrating unquestionable integrity, reliability, and honesty consistent with public expectations. The success of a law enforcement agency rests in the reliability of the member representing that agency—whether interacting with citizens, testifying in any court or legal proceeding, or providing information in any official setting.

### **Training and Policies Are Essential**

From the very beginning, police officers are taught the principles of the IACP Law Enforcement Code of Ethics. The code begins by stating that the "fundamental duty is to serve the community"; the code includes the pledge, "I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust...." All employees of the MNPD understand the obligation of accepting the public trust and service to the community.

Law enforcement leaders seek to provide clear standards and training and create policy statements, mission statements, ethical manuals, and other documents that seek to remind employees of these obligations. This training also clearly demonstrates to the public the expectations for behavior held critical of police officers. These documents will end up becoming support for departmental charges or as evidence for politically elected or appointed oversight boards reviewing disciplinary actions within police agencies. These factors drove the MNPD to reevaluate its policies, procedures, and training specifically governing truthfulness.

### **The Guiding Principle**

The goal in Nashville is to provide fair, efficient, and effective service to all citizens consistent with the department's established mission statement, policies, procedures, rules, regulations, ethical codes, and administrative or executive orders established by the department leadership or government.

To advance that mission, it is vitally important that all departmental employees conduct themselves with the utmost level of integrity. This is the guiding principle with respect to employee conduct. All other employee conduct is really a derivation; whether it is a truthfulness issue or deficient work performance, it all relates to integrity.

The critical question is, if the public relies on the police officer or police employees to maintain the public trust, who can the public rely on to maintain

the trust of those law enforcement officers and agency employees? It is the chief executive officer and supervisors, at all levels, who create and enforce sound and rational policies to make it clear that untruthfulness and a lack of integrity by any employee will not be tolerated. It is the reviewing administrative bodies or politically elected officials, selected to represent the communities, who support the department heads in the fair enforcement of the policies and who further convey the message that law enforcement officers must always behave in a manner that does not discredit them, their agency, or the community they represent.

A fundamental and unequivocal duty of all employees is to promote the efficient and effective operation of department and government operation through the pursuit of lawful objectives, and any conduct that detracts from this respect and confidence is detrimental to the public interest. The Louisiana Court of Appeals in *Rodriguez v. Board of Com'rs, Port of New Orleans* held, and the Tennessee Court of Appeals found persuasive, that "there existed a real and substantial relation between the untruthful conduct complained of and the efficiency of the public service."<sup>3</sup> Such behavior is therefore prohibited under applicable departmental policy.

When circumstances suggest that a member has engaged in prohibited conduct, it is the policy of the department to investigate and impose disciplinary action when appropriate. Simply stated, legal cause exists for disciplinary action when there is a real and substantial relation between the conduct of an employee and the efficient operation of the public service.<sup>4</sup>

### **Change in Nashville**

In 2004, as many departments were considering the effects of *Brady* and *Giglio*<sup>5</sup> and as the U.S. Department of Justice was revising its U.S. Attorney manuals to add police misconduct to its procedures for disclosing potential impeachment information,<sup>6</sup> the MNPD implemented a sweeping change to its disciplinary and department policies. In June 2004, a complete overhaul of the disciplinary process was published, resulting in a grid or matrix for sanctions for sustained violations of departmental policies in general. But these revisions also provided specific and detailed policies regarding truthfulness and false or inaccurate reports, both becoming for the first time presumptive, terminable offenses if the allegations were sustained. The MNPD also provided a specific charge for failing to report misconduct and for failing to cooperate or for withholding information. A violation of these provisions varies by the nature of the





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

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

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

conduct but can range up to termination. The current policy provisions follow:

**Honesty and truthfulness.** Employees shall be honest and truthful. Truthfulness shall apply when an employee makes a materially false statement with the intent to deceive. A statement is material when, irrespective of its admissibility under the rules of evidence, it could have affected the course or outcome of an investigation or an official proceeding.

**False or inaccurate reports.** Employees shall not knowingly make or allow or cause to be made a false or inaccurate oral or written report of an official nature.

**Failure to report misconduct.** Any department employee who observes or becomes aware of any act of misconduct by another employee of the government shall immediately report the incident to the immediate supervisor or the most appropriate MNPD supervisor. Violation of this provision may be charged up to and including the category of the underlying offense not reported.

**Failure to cooperate/withholding information.** In accordance with established rights under law, employees shall not withhold any information pertinent to the investigation of any matter—internal or external—investigated by any official entity. Additionally, any employee who withholds information or who fails to cooperate with any internal investigation may be disciplined in addition to any other disciplinary action based on conduct disclosed by the primary investigation.<sup>7</sup>

### Effectiveness and Efficiency

Drawing upon those guiding principles and clear policy, it is recognized that the truthfulness and credibility of a member of a law enforcement agency directly affects two important areas: the effectiveness and the efficiency of the agency at conducting its operations. Many people confuse effectiveness with efficiency. They strive to become more efficient, but their effectiveness doesn't always improve. Sometimes, the price of greater efficiency is less effectiveness. With respect to truthfulness in a law enforcement agency, this can easily be summarized: effectiveness involves producing desired effects and reaching desired goals, and efficiency is producing the desired effects without wasted efforts. More simply, consider that efficiency refers to quantity where effectiveness refers to quality.

The practical effect of a loss of credibility through the creation of a false or inaccurate report, or an untruthful oral or written report in any area of official communications; the failure to report misconduct; or neglecting to cooperate or withholding information dramatically impairs the department's

ability to operate at its most efficient level. All of these examples are breaches of the public trust described in the Law Enforcement Code of Ethics.<sup>8</sup> Also important is the police's ability to be effective in all operations. A loss of efficiency results in a loss of effectiveness. An inability to be effective makes the agency less efficient. There can be no balancing of these self-imposed inefficiencies or ineffective behaviors in favor of the employee against the public's expectation of efficient and effective police service. Therefore, employees who, by a loss of credibility or integrity, clearly subject their work product to legitimate and inevitable attack bring unnecessary scrutiny to the entire department, unnecessarily tarnishing the image of those who serve honorably. Once character and credibility have been destroyed by the actions of an employee, the employee will be tainted forever. Such conduct, particularly untruthfulness of an official nature, not only impairs the effectiveness of the officer to conduct further business on behalf of the department, but also unreasonably impairs the ability of the department to operate efficiently. Clearly, the chief executive and the agency must take timely and decisive action to restore the integrity and efficiency of the service.

### Passing Legal Scrutiny

For almost two years, these clear policy statements went uncontested by agency employees. In the 13 years prior to June 2004, 8 departmental employees had been terminated for offenses characterized as untruthfulness or dishonesty. Many of these offenses were so egregious as to warrant no other conclusion; none were for basic integrity issues. In October 2005, one case tested MNPD's new policies. In the 4 years it took to fully litigate that case, 10 more employees, sworn and civilian, would be terminated for dishonesty-related offenses.

The case *Garner v. Civil Service Commission of Metropolitan Government of Nashville*,<sup>9</sup> now adjudicated by the Tennessee Court of Appeals, arose from a case that began when Officer Chris Garner, a six-year veteran assigned to the Specialized Investigations Division, was running late to work. He contacted his supervisor, Sergeant Mark Chestnut, by a cell phone direct-connect feature.

A subsequent investigation revealed his report of being late was not accurate. In fact, he had been stopped for speeding by a state trooper, clearly in opposition of his own statements that reported heavy traffic conditions was the cause of his tardiness. He also was untruthful about why he had been stopped by the state trooper.

A simple investigation into why an employee had been late for work revealed an exacerbated, drawn-out series of untruth-

ful and false statements by an employee for the only apparent reason of avoiding discipline for being tardy. The court used phrases such as "to aggravate the matter, he repeatedly provided false reports to his immediate supervisor . . . to avoid discipline and he continued to falsely answer questions presented . . . during the ensuing investigation."<sup>10</sup>

He was ultimately charged under the aforementioned policy violation of false or inaccurate reports. Garner requested and appeared at a departmental hearing before a disciplinary board, presided over by a deputy chief. Garner was recommended for termination; the final determination to terminate was authorized by the chief of police. Pursuant to rights granted under the civil service system of the city, he appealed his termination to the Civil Service Commission and was referred to an Administrative Law Judge (ALJ).

At the hearing before the ALJ, Garner took the position that any statements he may have made did not violate any MNPD policy because the statements were not "of an official nature." The ALJ held that "Officer Garner intentionally lied to Sergeant Chestnut . . . in order to avoid further disciplinary action. Because disciplinary action taken by the police department constitutes business of an official nature, any oral or written reports pertaining to or that could result in disciplinary action constitute reports of an official nature."<sup>11</sup> The Civil Service Commission upheld the administrative judge's findings and order. That decision was appealed to the Chancery Court of Davidson County.

After a trial, the Chancery Court reversed the commission's recommendation, holding that "the Commission's findings of fact that petitioner made false statements to his supervisor are supported by substantial and material evidence but that the Commission erred in its conclusion of law that the statements constituted an official report."<sup>12</sup> Essentially, the Chancery Court held that the statements made by the officer to his supervisor were too informal to qualify as official statements. It was the reasoning of the Chancery Court that in order for the statements to apply in the employment context, the officer would have to be called into the supervisor's office, asked the questions, and have made the untruthful statements in that office.

The police department and the city appealed. During the appeal, it was not disputed that the officer made false statements to his supervisor during four telephone conversations and thereafter in response to questions by this supervisor; the issue is whether any of the false statements to his supervisor constituted "an oral report of an official nature." Ultimately, the court of appeals reversed the trial court and upheld





# IACP Section Membership Application

*IACP Membership is a prerequisite for Section Membership.*

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

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

Agency: \_\_\_\_\_

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

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

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

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

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

IACP Membership #: \_\_\_\_\_

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

- Capitol Police Section ..... \$30
- Drug Recognition Expert Section ..... \$25
- Indian Country Law Enforcement Section..... No charge
- International Managers of Police Academy and College Training Section ..... \$25
- Law Enforcement Information Management Section..... No charge
- Legal Officers Section ..... \$35
- Police Foundations Section..... \$20
- Police Physicians Section ..... \$35
- Police Psychological Services Section ..... (initial processing fee) \$50  
(Must be licensed psychologist. Applications are reviewed and voted upon at the annual meeting.  
Upon admission to the section, \$50 annual dues will apply.)
- Public Information Officers Section ..... \$15
- Public Transit Police Section..... No charge
- Railroad Police Section..... No charge
- Retired Chiefs of Police Section ..... No charge
- State and Provincial Police Retired Officers Section ..... No charge
- State and Provincial Police Academy Directors Section..... No charge
- State and Provincial Police Planning Officers Section..... No charge
- University / College Police Section – Initial Member ..... \$50
- University / College Police Section – Each additional member from same institution..... \$15

**Payment** (Choose only one of the following methods of payment.) Amount to be charged \_\_\_\_\_

1. Pay by Credit Card:  Visa  MasterCard  American Express  Discover

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

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Fax completed form with credit card authorization to 703/836-4543. Do not mail and fax form as charges will be duplicated.

2. Pay by Check: Make checks payable to IACP (U.S. dollars only) and mail full payment (no cash) with completed form to: IACP: Membership, P.O. Box 90976, Washington, DC 20090-0976

3. Pay by Purchase Order: Mail purchase order along with form to: IACP: Membership, 515 N. Washington St., Alexandria, VA 22314-2357

### Capitol Police Section

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

### Drug Recognition Expert Section

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

### Indian Country Law Enforcement Section

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

### International Managers of Police Academy and College Training Section

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

### Law Enforcement Information Management Section

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

### Police Foundations Section

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

### Legal Officers Section

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

### Police Physicians Section

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

### Police Psychological Services Section

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

### Public Information Officers Section

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

### Public Transit Police Section

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

### Railroad Police Section

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

### Retired Chiefs of Police Section

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

### State and Provincial Police Academy Directors Section

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

### State and Provincial Police Planning Officers Section

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

### State and Provincial Police Retired Officers Section

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

### University/College Police Section

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

the termination, stating in part, “the matter of discipline within the Police Department is an official matter” and “Garner made false reports to his immediate supervisor in a failed attempt to avoid disciplinary action and that the false statements were of an official nature . . . by making false reports of an official nature . . . constitutes a ‘Category AA’ offense punishable by termination of employment; therefore, the termination . . . was in compliance with the official policies of the Police Department.”<sup>13</sup>

Case law on termination relating to untruthfulness when the untruthfulness is related to official duties is well established through court rulings in *LaChance v. Erickson* and *DeMauro v. Loren-Maltese*.<sup>14</sup> Important, however, from the holding of the Tennessee Court of Appeals, was the recognition of the findings from the Louisiana Supreme Court in *Rodriguez v. Board of Com’rs, Port of New Orleans*, which recognized that “not all conduct, however disapproving, will or is likely to impede the efficiency of the public service.”<sup>15</sup>

In cases such as *Leggett v. Northwest State College* and *Brickman v. New Orleans Aviation Bd.*, other courts have also held that a false statement or report must have a “real and substantial relation to the efficiency of the public service” for it to be of an official nature.<sup>16</sup> “Legal cause for disciplinary action exists if the facts found by the commission disclose that the conduct of the employee impairs the efficiency of the public service. Of course there must be a real and substantial relation between the conduct of the employee and the efficient operation of the public service; otherwise, legal cause is not present, and any disciplinary action by the commission is arbitrary and capricious.”<sup>17</sup> Based on the persuasive case law from Louisiana and the clear policies of the department, the Tennessee Court of Appeals reasoned that when Officer Garner made his reports, he knew he might be disciplined and the statements were to avoid discipline. The court of appeals determined that “the matter of discipline within the Police Department is an official matter. Accordingly, [the officer] was untruthful with [his supervisor] regarding an official matter” and further, any conduct that would “likely impede the efficiency” of the agency gives legal cause for disciplinary actions taken as a result of that conduct.<sup>18</sup> This directly supported the position of the department.

This case also showed what the MNPd believed in principle and prior authoritative sources have held: that “based upon certain circumstances, an employer could discharge an employee for an act of dishonesty, even if others were not” and that “dishonesty by law enforcement officers is both a serious and terminable offense,” and even more

importantly, “does not require progressive discipline.”<sup>19</sup> The Supreme Court of New Jersey said it plainly in that some “disciplinary infractions are so serious that removal is appropriate notwithstanding a largely unblemished prior record.”<sup>20</sup>

### Lessons Learned

The effects of this case provide an excellent reminder for the leadership of the police department and for members of the department. A fundamental and unequivocal duty of all employees is to promote the efficient and effective operation of department and government operation through the pursuit of lawful objectives; any conduct that detracts from this respect and confidence is detrimental to the public interest. It is equally detrimental to the effectiveness of the department, the efficiency of department operations, and the morale of all members. Such behavior is therefore prohibited under applicable departmental policy.

Complete candor and fully truthful responses are required when employees are providing information or responding to inquiries related to any official duty. When circumstances suggest that a member has engaged in prohibited conduct, it is the policy—and the ethical obligation—of the department to investigate and impose disciplinary action when appropriate. Consider that all disciplinary actions for departure from expected standards of conduct, not only integrity or truthfulness, are based on the standard that the conduct would “impede the efficiency” of the department, thus giving legal cause for the disciplinary action.

Agency heads do not terminate employees lightly, without just cause and without due deliberation. Termination of an employee is a significant, often traumatic event not only for the employee, but for the agency and even for the community. Law enforcement employees are stewards of the people’s trust, and often, their oaths of office were taken with the pledge that they would serve their communities honestly and faithfully. A betrayal of that oath is a violation of policy and a violation against the community as a whole. The disciplinary action taken by an agency head is taken on behalf of the community.

Courts and administrative hearing boards from Washington State to Tennessee and from New Jersey to California continue to uphold the principle that untruthfulness, when committed by a law enforcement officer related to official business or to avoid discipline, is a terminable offense.

The most important lesson derived from this case is the reminder that two of leadership’s most important obligations, as chiefs and supervisors, are to establish clear and

unambiguous policies that promote the effective and efficient operation of department operations and to properly counsel and advise employees. Leaders and supervisors are responsible for their employees. They must emphasize and counsel, in policies and practice, that employees must always demonstrate the professional integrity expected of them by the public in their behavior. An important aspect of that counsel is to share the importance of adhering to the integrity standards described in the oath of public service that law enforcement officers have proudly taken. It is the fundamental duty of police officers to adhere to these principles and of police supervisors to ensure appropriate levels of accountability. It is a right of citizens to expect nothing less from their law enforcement agencies—that officers should act efficiently and effectively, and with integrity. ❖

### Notes:

- <sup>1</sup>*Brady v. Maryland*, 373 U.S. 83 (1963).
- <sup>2</sup>*Giglio v. United States*, 405 U.S. 150 (1972).
- <sup>3</sup>*Rodriguez v. Board of Com’rs, Port of New Orleans*, 344 So.2d 436 (La.App. 1st Cir. 1977).
- <sup>4</sup>*Id.* at 439.
- <sup>5</sup>*Brady*, 373 U.S. 83; *Giglio*, 405 U.S. 150.
- <sup>6</sup>9-5.100: Policy Regarding the Disclosure to Prosecutors of Potential Impeachment Information Concerning Law Enforcement Agency Witnesses (“*Giglio Policy*”), in Title 9: Criminal Division, 9-5.000: Issues Related to Trials and Other Court Proceedings, *U.S. Attorneys’ Manual*, (October 2008), [http://www.justice.gov/usao/eousa/foia\\_reading\\_room/usam/title9/5mcrn.htm#9-5.100](http://www.justice.gov/usao/eousa/foia_reading_room/usam/title9/5mcrn.htm#9-5.100) (accessed February 6, 2010).
- <sup>7</sup>MNPd General Order 09-03, Department and Personal Appearance, October 16, 2009.
- <sup>8</sup>The MNPd adheres to the IACP Code of Ethics, adopted by the IACP Executive Committee on October 17, 1989, during its 96th Annual Conference in Louisville, Kentucky, to replace the 1957 code of ethics adopted at the 64th Annual IACP Conference.
- <sup>9</sup>*Garner v. Civil Service Commission of Metropolitan Government of Nashville*, 2009 WL 3616614, (Tenn. Ct. App. 2009)
- <sup>10</sup>*Id.* at 7.
- <sup>11</sup>*Id.* at 1.
- <sup>12</sup>*Id.*
- <sup>13</sup>*Garner*, 2009 WL3616614 at 7.
- <sup>14</sup>*LaChance v. Erickson*, 522 US 262 (1998); *DeMauro v. Loren-Maltese*, 2001 U.S. Dist. Lexis 12409 (N.D., Ill., Aug. 15, 2001).
- <sup>15</sup>*Rodriguez*, 344 So.2d at 439.
- <sup>16</sup>*Leggett v. Northwest State College*, 140 So.2d 5, 9–10 (La.1962); see also *Brickman v. New Orleans Aviation Bd.*, 107 So.2d 422, 428 (La.1959).
- <sup>17</sup>*Leggett*, 140 SO.2d at 9–10.
- <sup>18</sup>*Garner*, 2009 WL3616614 at 8.
- <sup>19</sup>See *City of Tampa and Hillsborough County Police Benevolent Association*, 109 LA 453, 458 (Soll, 1997); and *County of Los Angeles, Sheriff’s Department and Association of Los Angeles Deputy Sheriffs*, 108 LA 622, 627-628 (Richman, 1997).
- <sup>20</sup>*John Carter v. Township of Bordentown*, 191 N.J. 474, 475 (2007).



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# IACP 2010

October 23-27, 2010 Orlando, Florida

Visit the IACP 2010 Web site for the most  
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**117<sup>th</sup> Annual International Association of Chiefs of Police Conference  
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# General Information

**IACP  
2010**  
October 26-27, 2010, Orlando, Florida



Full registration to IACP 2010 is limited to IACP members, their nonmember guests, family members, and exhibitors. IACP 2010 is not open to the general public.

## Registration Information for Delegates

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### THE FASTEST AND EASIEST WAY TO REGISTER IS ONLINE.

Go to [www.theiacpconference.org](http://www.theiacpconference.org) and click through the Attendee tab to begin the process. Be sure to have your member number (or sponsoring member's number) along with your credit card in order to complete the registration. Beginning August 26th, only online registrations will be accepted and higher registration fees will apply – register now for the best rate!

**TO REGISTER BY FAX**, complete the attached registration form along with your credit card information and fax the form to 703-836-4543.

**TO REGISTER BY MAIL**, send completed forms with credit card or purchase order payment with a self-addressed return envelope to IACP Conference Registration, 515 North Washington Street, Alexandria, VA 22314, USA. For checks, send the completed form along with your check to IACP Conference Registration, PO Box 90976, Washington, DC 20090-0976, USA.

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Questions? Call  
**800-THE-IACP**



## Our registration rates have remained the same for over five years! IACP 2010 registration rates:

Category	Advance Registration Rate (through August 25)	Registration Rate (after August 26) On-site & online only
IACP Member*	\$275	\$350
First Time IACP Member*	\$220	\$275
Nonmember	\$450	\$575
Family Member* +	\$100	\$125
Children Under 18*	FREE	FREE
Exhibits Only Pass	FREE	FREE
Day Pass for Law Enforcement Personnel <sup>^</sup>		\$50

\* Full conference registration rate includes access to all general assemblies, workshops, receptions, Expo Hall, and IACP's Host Chief's Night. First Time Member rate must be taken at the time of initial registration (no refunds).

+ 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.

<sup>^</sup> Day Pass registration will begin online in August.

\*\* Read about all our registration categories online at [www.theiacpconference.org](http://www.theiacpconference.org)

# First Time IACP Member discount must be taken at the time of initial registration.

Cancellation and refund requests must be made in writing. Refunds will be assessed a penalty (\$50 before 9/30/10 and \$75 between 10/1/10 and 10/20/10). No refunds will be issued on or after 10/21/10 or for no-shows. For the complete refund policy, please visit [www.theiacpconference.org](http://www.theiacpconference.org). By submitting your registration form, you agree to the cancellation/refund policy.

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

Law enforcement professionals at every level can qualify for membership in the IACP. Those in sworn command-level positions qualify for active membership; others may be eligible for associate membership. See the IACP Web site for details.

For complete information regarding registration,  
registration category definitions, detailed explanations  
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# ADVANCE REGISTRATION FORM

USE THIS FORM TO SAVE ON REGISTRATON FEES UNTIL August 25, 2010.  
BEGINNING August 26, 2010, ONLY ONLINE REGISTRATIONS WILL BE ACCEPTED.

**DISCOUNTED ADVANCE  
REGISTRATION DEADLINE:  
AUGUST 25, 2010**

## CHECK ONE

I am an IACP Member; Membership Number \_\_\_\_\_

I am a Nonmember; I am the guest of \_\_\_\_\_

I am the Spouse/Family Member \_\_\_\_\_

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

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

Title \_\_\_\_\_

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

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

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

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

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

E-mail address \_\_\_\_\_

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

Name \_\_\_\_\_

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

## PLEASE COMPLETE THE FOLLOWING QUESTIONS.

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

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

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

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

- A. Under 2,500
- B. 2,500-9,999
- C. 10,000-49,999
- D. 50,000-99,999
- E. 100,000-249,999
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### 3. What best describes your function/assignment?

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- B. Evaluate & recommend purchases
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- D. Make suggestions to others
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- IACP Member\* \$275
- First Time Member\* (IACP Members ONLY) \$220
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### DAY PASS REGISTRATION WILL OPEN ONLINE August 26

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

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

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

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 First Time Member Registration \$220  
**Total \$340**

Active member sponsor:

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- Please charge my credit card:  Visa  Master Card  American Express  Discover

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

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

Billing Address \_\_\_\_\_

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

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

Fax completed form with credit card authorization to 703-836-4543. Do not mail and fax form—charges may be duplicated.

Mail purchase order along with form and self-addressed return envelope to: **IACP Conference Registration, 515 N Washington St, Alexandria, VA 22314-2357 USA**

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

IACP USE ONLY PC10



October 23-27, 2010 Orlando, Florida

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**RESERVATION DEADLINE: SEPTEMBER 3, 2010**

Every effort will be made to accommodate your request, subject to hotel availability and rate.

Rooms are assigned in the order in which registrations are received. If your five hotel choices are not available, you will be contacted.

Once you receive a confirmation from Travel Planners you will have 5 business days to go online and guarantee your reservation with a credit card. Any unguaranteed reservation is subject to cancellation. For a check deposit for one night's room and tax, please make your check payable to Travel Planner's Inc. All checks must be received by the deadline of September 3, 2010.

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

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

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

Arrival date \_\_\_\_\_

Departure date \_\_\_\_\_

### ROOM TYPE:

- |  |   |
|--|---|
| <input type="checkbox"/> Single (1 person/1 bed) | <input type="checkbox"/> Triple (3 people/2 beds) |
| <input type="checkbox"/> Double (2 people/1 bed) | <input type="checkbox"/> Quad (4 people/2 beds)   |
| <input type="checkbox"/> Twin (2 people/2 beds)  |   |

### SUITE REQUEST:

- |   |  |
|---|--|
| <input type="checkbox"/> Parlor and one bedroom | <input type="checkbox"/> Parlor and two bedrooms |
|---|--|

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

### SPECIAL REQUIREMENTS:

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

### Frequent Guest Program

Hotel \_\_\_\_\_

Account number: \_\_\_\_\_

### NAME(S) OF OCCUPANT(S):

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

### MAIL CONFIRMATION TO:

Name \_\_\_\_\_

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

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

City \_\_\_\_\_

State \_\_\_\_\_ Zip/Postal Code \_\_\_\_\_

Country \_\_\_\_\_

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

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

### PAYMENT:

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

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

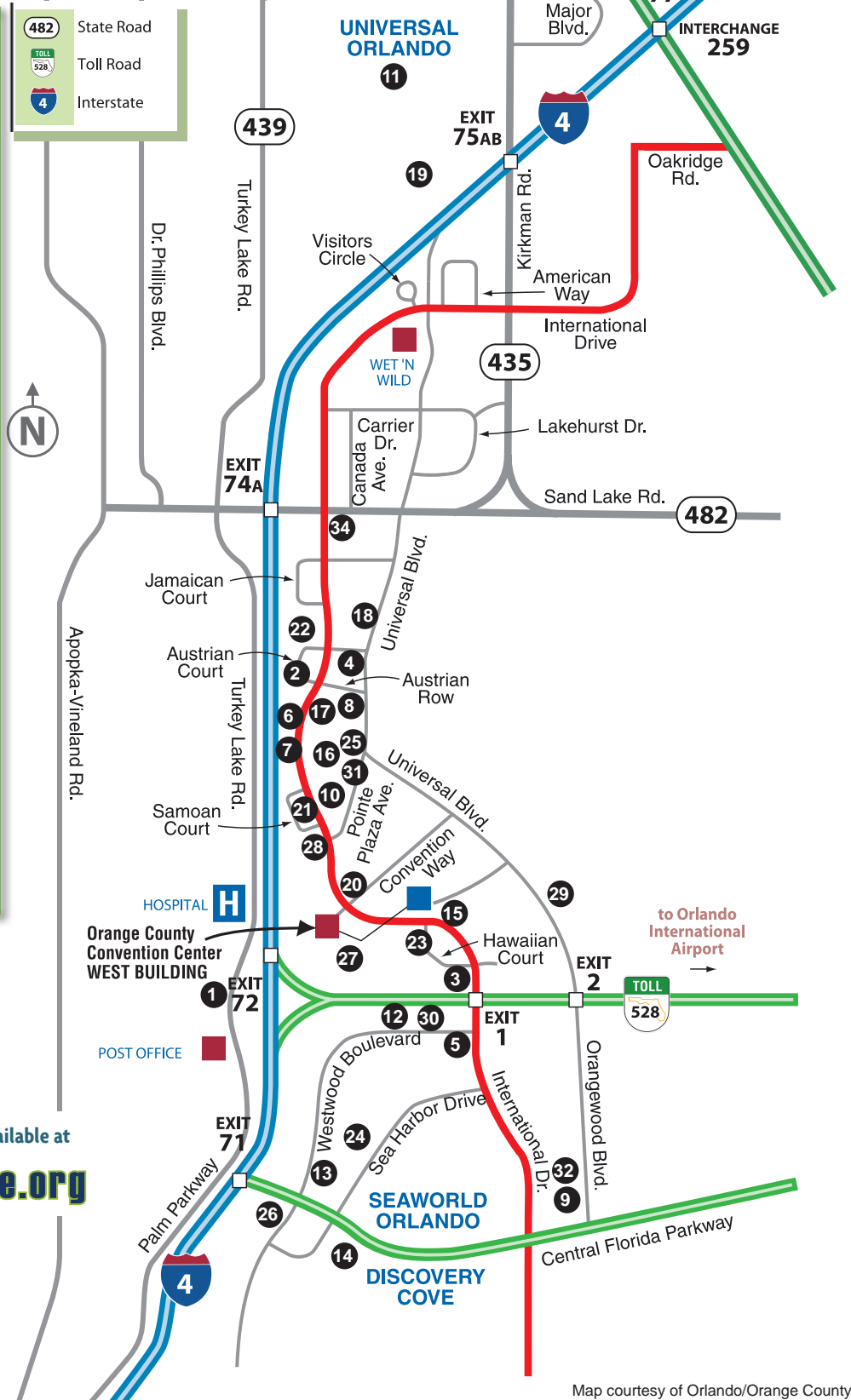
- Credit Card** reservation will be made online at [www.theiacpconference.org](http://www.theiacpconference.org) or by calling 877-IACP-123.



## HOTEL MAP

### International Drive

Hotel	Dist to Conv Center	Hotel Rate
1. Comfort Suites	4.2 miles	\$79
2. Courtyard Marriott Int'l Dr	1.5 miles	\$139
3. Days Inn Convention Ctr.	1 mile	\$79
4. Doubletree Castle	1.3 miles	\$135
5. Doubletree Orlando	1.6 miles	\$99
6. Econo Lodge	1.6 miles	\$49
7. Embassy Suites Orlando	1.2 miles	\$195
8. Extended Stay	1.2 miles	\$115
9. Fairfield Inn & Suites	2 miles	\$89
10. Hampton Inn Conv. Ctr.	1.1 miles	\$99
11. Hard Rock Hotel	4.7 miles	\$199
12. Hawthorn Suites Orlando	1.7 miles	\$119
13. Hilton Garden Inn Seaworld	2 miles	\$129
14. Hilton Grand Seaworld	1.9 miles	\$109
15. Hilton Orlando	.8 miles	\$221
16. Homewood Suites by Hilton	1.1 miles	\$145
17. Hyatt Place Conv. Ctr.	1.1 miles	\$149
18. La Quinta Inn & Suites	1.5 miles	\$108
19. Loews Royal Pacific	3.4 miles	\$179
20. Peabody Orlando	.1 miles	\$234
21. Quality Inn Plaza	.9 miles	\$69
22. Radisson Orlando	1.5 miles	\$99
23. Red Roof Inn	.7 miles	\$72
24. Renaissance Seaworld	2 miles	\$215
25. Residence Inn Conv. Ctr.	1.1 miles	\$139
26. Residence Inn Seaworld	2 miles	\$128
27. Rosen Centre	.1 miles	\$209
28. Rosen Plaza	.7 miles	\$199
29. Rosen Shingle Creek	2.6 miles	\$219
30. Sleep Inn Hotel	1.5 miles	\$85
31. Springhill Suites Conv. Ctr.	1.1 miles	\$129
32. Springhill Suites Seaworld	2 miles	\$99
33. Westin Imagine Orlando	1.9 miles	\$179
34. Wyndham Orlando	2 miles	\$119



Complete registration & housing information available at

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

# IACP 2010



October 23-27, 2010 Orlando, Florida

## Motorcycle Ride

Join Orlando Police Department Chief Val Demings on a motorcycle ride along canopy back roads of Central Florida! A continental breakfast will be served before “kick stands up” and lunch will be provided along the route. Limited to 150 participants, the ride will begin at 7:30 a.m. on Saturday, October 23, 2010. Registration fee is \$35 and bike rentals are available through Orlando Harley for \$99. The ride will benefit Central Florida Crimeline. Learn more and register at [www.strengthenorlando.org](http://www.strengthenorlando.org). Sponsored by Harris Corporation.



## Universal Pursuit 5K Run

Universal Florida is home to the Orlando Police Department's 5K Run on Sunday, October 24, 2010! See the sights as you run through the Wizarding World of Harry Potter, New York City, Jurassic Park, and more! Race begins at 7:00 a.m. with an award presentation at 8:00 a.m. Open to the public, the first 750 registrants will receive Brooks dri-fit shirts. Registration fee is \$30 and transportation will be provided. Race will benefit Florida Special Olympics. Learn more and register at [www.strengthenorlando.org](http://www.strengthenorlando.org). Sponsored by Harris Corporation.



## Golf Outing

Disney's Palm and Magnolia golf courses, home to PGA Tournament Children's Miracle Network Classic, will provide an exciting day of golf, with gorgeous views and the fun of Disney! A continental breakfast, buffet lunch, and drinks will be provided. Tee off at 8:00 a.m. on Sunday, October 24, 2010. Transportation provided from the Orange County Convention Center. Registration fee is \$160 per person (golf club rental available for \$25). Tournament benefits the Boys and Girls Club. Learn more and register at [www.strengthenorlando.org](http://www.strengthenorlando.org). Sponsored by Harris Corporation and SRA.



## Companion Activities

The Orlando Police Department has two great events to offer companions this year! Sunday, October 24: Check out Dolphins, Manatees, and Gators, Oh My!, which involves a ride on a 50 passenger pontoon boat on the Banana River followed by a ride on a 15 passenger airboat to look for alligators on the American Heritage and St. Johns Rivers; cost is \$103.50/adult and \$93.25/child. Tuesday, October 26, offers a trip to Kennedy Space Center where you will have an opportunity to tour launch and landing facilities, experience live shows and jaw dropping encounters with massive rockets, cost is \$66.60/adult and \$56.50/child. Both tours include transportation. Go to [www.strengthenorlando.com](http://www.strengthenorlando.com) for details and more information!



Welcome sign and golf course images courtesy of Orlando/Orange County Convention & Visitors Bureau, Inc.®





# 117TH ANNUAL IACP

## Conference Banquet

**ORDER NOW**  
to Reserve Your Seat!



**October 23-27, 2010 Orlando, Florida**

**WEDNESDAY, OCTOBER 27, 2010**  
**THE PEABODY ORLANDO**

**9801 International Drive Orlando, Florida 32819**

**Pre-Banquet Reception 6:00 p.m. - 7:00 p.m.**  
**Banquet 7:00 p.m. - 11:00 p.m.**

Join us for the IACP Annual Banquet featuring the formal swearing-in of the president and board of officers.

Annual Banquet Ticket: U.S. \$75.00 per person – tables seat 10 people. Orders are on a first-come, first-served basis and seating is limited. All pre-orders must be made on or before October 13, 2010. After that, all orders must be made on-site at the Orange County Convention Center in the registration lobby. All cancellations must be via e-mail ([annualbanquet2010@theiacp.org](mailto:annualbanquet2010@theiacp.org)) by October 22, 2010.

### PLEASE COMPLETE THE FOLLOWING REQUIRED INFORMATION TO PLACE YOUR ORDER

Name \_\_\_\_\_

IACP Membership Number \_\_\_\_\_ Agency \_\_\_\_\_

Address \_\_\_\_\_

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

Phone \_\_\_\_\_

E-mail address \_\_\_\_\_

Number of Tickets \_\_\_\_\_ x U.S. \$75.00 = \$ \_\_\_\_\_

#### Payment by Check

Make checks payable to IACP (U.S. dollars, drawn on U.S. banks only) and mail full payment (NO CASH) with completed form to:  
**Carrie Corsoro, 515 North Washington Street, Alexandria, VA 22314.**

**Payment by Credit Card** To make a secure online payment please visit [www.theiacpconference.org](http://www.theiacpconference.org), or complete and return the form below.

Type of Card  Visa  MasterCard  AMEX  Discover

Account Number \_\_\_\_\_ Exp. Date \_\_\_\_\_

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

Cardholder's Address \_\_\_\_\_

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

Cardholder's Signature \_\_\_\_\_

#### Questions?

Contact the banquet ticket coordinator at [annualbanquet2010@theiacp.org](mailto:annualbanquet2010@theiacp.org) or 800-THE-IACP x392.

**Fax Completed form to 703-836-5386**

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**Conference Shuttles**



**Onsite Guide**

General Services Administration  
National Shooting Sports Foundation  
New World Systems

**Solutions Presentation Theatre**

**Session Schedule**

**Sunday, October 24**

12:00 PM	Forensic Technology, Inc.
2:00 PM	Architects Design Group
3:00 PM	ShotSpotter

**Monday, October 25**

11:00 AM	McClaren, Wilson & Lawrie, Inc
1:00 PM	American Heart Association
2:00 PM	Federal Signal Corporation
3:00 PM	ESRI

For information on the IACP Sponsorship Program or Solutions Presentation Theatre sessions, please contact Karissa Jacobs at (530) 520-6933 or visit our website at

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

## IACP and Atlanta Police Department Host the 34th Annual LEIM Section Training Conference and Exposition

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

The 34th Annual International Association of Chiefs of Police (IACP) Law Enforcement Information Management (LEIM) Section Training Conference and Exposition was held in Atlanta, Georgia, May 24–27, 2010. The conference, which was sponsored by the LEIM Section of the IACP and cohosted with the Atlanta Police Department, brought together 552 law enforcement executives, information technology managers, criminal justice practitioners, and leading solution providers from across the United States and around the world to share best practices and lessons learned in the innovative application of technology.

The conference featured plenary sessions Web 2.0 Social Networking and Its Impact on Law Enforcement and Law Enforcement License Plate Reader Trends and Issues, as well as 40 breakout sessions organized across the following seven topical tracks:

- Technology
- Policy
- Systems and Information Sharing
- Communications and Interoperability
- Project Management
- Development
- Intelligence and Analysis

Presentations from the conference are available on the LEIM webpage of the IACP Technology Center at <http://www.theiacp.org/Technology/LEIM2010Conference>.

In addition to the substantive plenary and breakout sessions, the 2010 LEIM Conference also included a special reception to recognize winners of the IACP – iXP Excellence in Technology Awards Program. The awards include Excellence in Law Enforcement Communications and Interoperability, Response to Computer Related Crime, and Innovation in Information Technology. A list of the 2010 award winners can be found at <http://www.theiacp.org/About/WhatsNew/tabid/459/Default.aspx?id=1266&v=1>.

Each year, the LEIM Conference includes an exposition featuring leading solution providers from throughout the United States and around the world. Attendees are able to learn about

world-class technologies designed to meet their evolving operational needs and gain hands-on experience from leading suppliers. In 2010, 75 industry partners participated in the LEIM Conference and Exposition, including platinum sponsors Panasonic, Cisco, Sprint, and ESRI.

The LEIM Executive Board and IACP Technology Center staff have begun planning for the 35th annual IACP LEIM Conference, which will be held at the Hilton San Diego Bayfront in San Diego, California, June 13–16, 2011. Make plans today to attend. The call for presentations, delegate registration, exhibit booth, and sponsorship sales will open November 1, 2010. ❖



Gordon Scobbie, assistant chief constable, West Midlands Police, United Kingdom, speaks at the plenary session panel Web 2.0 Social Networking and Its Impact on Law Enforcement.



Dr. Cynthia Lum, deputy director, Center for Evidence-Based Crime Policy, George Mason University, speaks at the plenary session Law Enforcement License Plate Reader Trends and Issues.



The 2009–2010 LEIM Executive Board outside the Exhibit Hall (left to right): Scott Edson, captain, Los Angeles County, California, Sheriff's Department; Greg Browning, chief of police, Juneau, Alaska, Police Department; Pamela Scanlon, executive director, San Diego, California, Automated Regional Justice Information System, and chair of the LEIM Executive Board; Mark Marshall, chief of police, Smithfield, Virginia, Police Department, and first vice president, IACP; Dean Hairston, major, Danville, Virginia, Police Department, and immediate past chair of the LEIM Executive Board; and Ed Posey, captain, Gainesville, Florida, Police Department.



LEIM Exhibition Hall Platinum Sponsor Ribbon-Cutting (left to right): Sheeba Bruning, national marketing manager, Sprint Nextel; Greg Peratt, national director, Digital Video Products, Panasonic; Pamela Scanlon, executive director, San Diego, California, Automated Regional Justice Information System, and chair of the LEIM Executive Board; Lew Nelson, industry manager – Law Enforcement, ESRI; Mark Marshall, chief of police, Smithfield, Virginia, Police Department, and first vice president, IACP; and Morgan Wright, global industry solutions manager, Cisco Systems.





# Law Enforcement

## Juvenile Justice Programs and Services Directory

### Showcase your agency's youth programs and services by registering them on the Juvenile Justice Programs and Services Directory (JJPSD)!

**What Is the JJPSD?** The International Association of Chiefs of Police, in cooperation with the Office of Juvenile Justice and Delinquency Prevention, has developed the Juvenile Justice Programs and Services Directory (JJPSD), a Web-based information bank of youth-related programs and services conducted by law enforcement agencies throughout the nation.

**Who Should Register/Submit Data?** Law enforcement personnel with responsibility for and/or knowledge of their agency's programs and services related to youth and juveniles.

**What Are the Benefits of Submitting Your Agency's Data?** Submitting your agency's youth programs and services to the JJPSD:

- Showcases your agency's juvenile services by listing all youth-related programs and services provided.
- Generates the opportunity to network with other law enforcement youth service providers and promotes peer-to-peer exchange of youth-related resources and programs.
- Increases public awareness of youth-related programs and services.

The JJPSD has many built-in tools specifically designed for law enforcement:

- **News of Interest and Featured Programs & Services** highlight juvenile justice news, issues, and innovative programs being developed by your peers.
- A **Search** function which allows users to search for programs and services by geographic location, agency name/type/size, program emphasis, and by keywords.
- A **GIS Mapping** device that pinpoints program and service locations to assist you in determining proximity within a specific geographic region.
- The **Program Glossary** which provides descriptions for 39 of the most widely-recognized youth programs and services.

Register your agency's youth programs and services at [www.leayouthservices.org](http://www.leayouthservices.org). On the homepage click on "Provide/Update Information About Your Agency" and follow the registration process. The process should take approximately 10 minutes, depending on the number of programs and services your agency supports.



### International Association of Chiefs of Police

Juvenile Justice Programs and Services Directory

515 North Washington Street

Alexandria, Virginia 22314

1-800-THE-IACP ext. 340

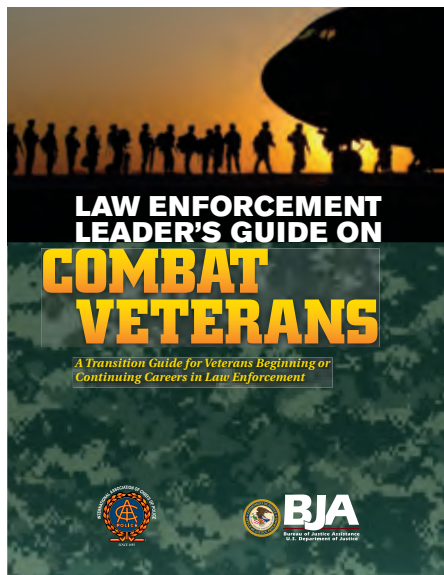
[www.theiacp.org](http://www.theiacp.org) / [www.leayouthservices.org](http://www.leayouthservices.org)

**Register your agency's youth services today!**

### IACP Tuition-Free Training: Implementing LPR Technology in Your Community

During the summer of 2010, the IACP Technology Technical Assistance Program (TTAP), with support from the Office of Community Oriented Policing Services (COPS), U.S. Department of Justice, is hosting regional executive training seminars on license plate reader (LPR) technology. These tuition-free classes, titled *Implementing LPR Technology in Your Community*, will assist law enforcement agencies with planning, policy development, acquisition, and implementation of LPR technology. These courses are open to chief executives, project managers, and other law enforcement and government personnel who are or will be directly involved in the planning and implementation of LPR technology.

For training locations and more information, visit <http://www.theiacp.org/TTAP>.



### Combat Veterans in Law Enforcement Guidebooks Released

The IACP Employing Returning Combat Veterans as Law Enforcement Officers project has released two guidebooks: one for returning combat veterans and one for law enforcement leaders. These guidebooks were developed through interviews with input from combat veterans in law enforcement, focus groups, police chiefs, and with guidance from the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice. The guidebooks are invaluable tools for supporting combat veterans in the law enforcement community.

During these tough economic times of condensed budgets and the unrealistic expectations that law enforcement agencies can provide the same level of service with fewer resources, it is more important than ever to maintain and support assets currently available. This is especially true for agencies with officers deployed or preparing to deploy for military service. The leader's guidebook provides a coalescing of ideas, suggestions, and lessons learned on supporting combat veterans in law enforcement—many of them at little or no cost with long-lasting and immediate benefits. The leader's guidebook also contains an overview of the current military environment, strategies on developing veteran support policies, an action agenda on steps that can be implemented immediately, and a training curriculum that can help build the foundation of a veteran training program at the academy.

The veteran's guidebook specifically addresses issues veterans will experience as they transition from a combat environment to civilian law enforcement roles. With input from dozens of combat veterans in law enforcement, the guide is structured to help veterans during each step of the deployment cycle: pre-deployment, deployment, and post-deployment. In addition, each guidebook contains sections designed to help new combat veteran recruits who lack prior law enforcement experience. Leaders will learn what areas new recruits should be taught at the academy, and veterans will learn what to expect as they enter their new law enforcement careers.

Providing the best possible support for veterans in law enforcement and their families is crucial; they are valuable and patriotic assets to the country and the law enforcement community.

These guidebooks are available in digital download at <http://www.theiacp.org/vets2cops> or in hardcopy form contacting [militaryveterans@theiacp.org](mailto:militaryveterans@theiacp.org).

### Full Faith and Credit for Orders of Protection Guidebook Available Free of Charge

Victims of domestic violence regularly seek court orders of protection with the hope of stopping further threat or injury. They look to police for enforcement of these orders. Enacted by Congress in 1994, the Violence Against Women Act (VAWA) directs jurisdictions to give "full faith and credit" to orders of protection. Full faith and credit

ensures that valid orders of protection issued in the United States are legally binding and enforceable nationwide. This critical piece of legislation affords victims of domestic violence significant protection. Although the guarantee of nationwide protection offers victims a sense of security and freedom of movement, reinforcement from the criminal justice system is crucial. Enforcing out-of-state protective orders in good faith results in enhanced safety for all parties involved, and failure to enforce can result in the loss of life and department liability. Law enforcement, prosecutors, and the judiciary must all work in unison to uphold these provisions of the law and provide victim safety.

The IACP publication *Protecting Victims of Domestic Violence: A Law Enforcement Officer's Guide to Enforcing Orders of Protection Nationwide*, funded by the Department of Justice Office on Violence Against Women, provides guidelines for enforcing out-of-state orders. This document is available free of charge to law enforcement. To order, e-mail [stopviolence@theiacp.org](mailto:stopviolence@theiacp.org), or download an order form at <http://www.iacpresearch.org>.

### IACP Online Foreign Commercial Motor Vehicle Safety Awareness Training

IACP is now offering an online Foreign Commercial Motor Vehicle (CMV) Safety Awareness training. This 90-minute training is free to law enforcement and can be completed at the officer's own pace.

The Foreign CMV Safety Awareness training will provide uniformed state, local, and tribal law enforcement officers with an overview of the various motor carrier, driver, and vehicle issues involving foreign-based CMVs and drivers operating in the United States. The knowledge gained through the training is useful during routine traffic stops or in response to crashes. The course will focus on the following:

- Officer safety
- Mexican CDL (old and new documents)
- Canadian driver's license
- Non-North American drivers
- Vehicle safety and security
- Operating authority

To begin taking this course, visit <http://www.jblearning.com/contact/iacpform.aspx> and register today.

If an agency is interested in having a trainer come and train officers on-site, please contact Sarah Horn at [Horn@theiacp.org](mailto:Horn@theiacp.org) or at 703-836-6767, extension 215, to be put in contact with a trainer in your area.



# Life after National Police Week

## By Brooke McKay, Concerns of Police Survivors, Inc.

National Police Week 2010 in Washington, D.C., is just a memory for everyone who attended; however, for surviving families of fallen officers, the event remains fresh in their minds.

Following the deaths of their officer relatives, their first experiences at National Police Week, and their participation in a retreat sponsored by Concerns of Police Survivors, Inc. (C.O.P.S.), surviving families of fallen U.S. law enforcement officers are looking to find people who will listen, offer support, and try to understand their intense grief. Survivors return home after National Police Week to the same situation they faced prior to the event: lonely nights, recurring tears, and overwhelming issues.

Susan Ciano's husband, Officer Glen Ciano with the Suffolk County, New York, Police Department, was killed in the line of duty on February 22, 2009. Glen was honored at

National Police Week 2010. "At home you see the same people all the time, and they don't exactly understand what a police widow is going through," Susan said. "Your best friends and even family members want the 'old Susan' back. And they can't have her back. She's changed."

Just seven months after the death of her husband, Susan made a wise decision to attend the C.O.P.S. Surviving Spouses Getaway. At the retreat, she made lifelong friends with other surviving spouses. "We stayed in touch throughout the year, talked on holidays and on the anniversaries of our spouses' deaths," Susan said. "We discussed our issues and gave support to each other. The decision to attend was difficult to make, but I'm so glad I went."

When Susan arrived at the C.O.P.S. host hotel for National Police Week, she saw familiar faces. She did not feel overwhelmed in the presence of other grieving people. "I was comfortable at the C.O.P.S. hotel and events," Susan said. "But even if I hadn't known anybody, there still was a connection. Every one of us suffered that line-of-duty loss. For me, being with C.O.P.S. and the other survivors was like going into a place knowing that I was able to have my sadness and my happiness and be understood."

Latimore Township, Pennsylvania, Police Chief Michael Weigand and his wife, Kim, lost their son Sergeant Michael Weigand in the line of duty on September 14, 2008. Mike worked for his father's agency.

Kim described the strong peer support she received after National Police Week 2009. "After all the honors given to Mike in May 2009, I still told people I felt like I was in a deep hole with no way out," she said. "Another surviving mom I met at a C.O.P.S. event said to me, 'I'm throwing you a rope, and I'll pull you out of that hole.' That comment meant the world to me and my healing began!"

Losing a law enforcement officer in the line of duty is a life-altering experience, not only for the surviving families but for the affected coworkers as well. The emotions and grief will continue for years. C.O.P.S. is dedicated to rebuilding the shattered lives of surviving family members and coworkers after a line-of-duty death. C.O.P.S. knows that law enforcement survivors will never get over the loss but will recover, and the organization has been a major factor in that recovery process for thousands of U.S. law enforcement survivors.

For more information on C.O.P.S., visit <http://www.nationalcops.org>. ♦



## 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.

Sergeant Robert J. Heinle  
Missoula, Mont., Police Department  
Date of Death: February 12, 2010  
Length of Service: 7 years, 8 months

Trooper Patrick Ambrose  
Tallahassee, Fla., Highway Patrol  
Date of Death: May 15, 2010  
Length of Service: 4 years, 4 months

Police Officer Thomas E. Wortham IV  
Chicago, Ill., Police Department  
Date of Death: May 19, 2010  
Length of Service: 2 years, 11 months

Officer Brandon Paudert  
West Memphis, Ark., Police Department  
Date of Death: May 20, 2010  
Length of Service: 7 years

Officer Bill Evans  
West Memphis, Ark., Police Department  
Date of Death: May 20, 2010  
Length of Service: 9 years

Police Officer James Johnson  
Carrollton, Ga., Police Department  
Date of Death: May 26, 2010  
Length of Service: 1 year, 6 months

Patrol Officer Travis Paul Murphy  
Phoenix, Ariz., Police Department  
Date of Death: May 26, 2010  
Length of Service: 4 years, 5 months

Officer Joshua Yazzie  
U.S. Department of the Interior—  
Bureau of Indian Affairs  
Date of Death: June 7, 2010  
Length of Service: 5 years, 11 months

Trooper Wesley Brown  
Pikesville, Md., State Police  
Date of Death: June 11, 2010  
Length of Service: 3 years

Officer Thomas Philip Coleman  
San Bernardino, Calif., Highway Patrol  
Date of Death: June 11, 2010  
Length of Service: 7 years, 8 months

Police Officer Eydelmen Mani  
Houston, Texas, Police Department  
Date of Death: June 18, 2010  
Length of Service: 7 years

Deputy Caroline Green  
Richmond, Va., Sheriff's Office  
Date of Death: June 19, 2010  
Length of Service: 16 years

Deputy Sheriff Dean Ridings  
Spotsylvania County, Va., Sheriff's Office  
Date of Death: June 19, 2010  
Length of Service: 6 years

Officer Philip Dennis Ortiz  
Culver City, Calif., Highway Patrol  
Date of Death: June 22, 2010  
Length of Service: 27 years, 10 months

Deputy Sheriff Melissa J. Powers  
Monroe County, Fla., Sheriff's Department  
Date of Death: June 22, 2010  
Length of Service: 4 years

Police Officer Craig Lamont Shaw  
Lancaster, Texas, Police Department  
Date of Death: June 20, 2010  
Length of Service: 5 years

Officer Justin Wayne McGrory  
Barstow, Calif., Highway Patrol  
Date of Death: June 27, 2010  
Length of Service: 2 years, 8 months

Officer Brett James Oswald  
Templeton, Calif., Highway Patrol  
Date of Death: June 27, 2010  
Length of Service: 19 years, 10 months

Officer Jeffery A. Kocab  
Tampa, Fla., Police Department  
Date of Death: June 29, 2010  
Length of Service: 1 year, 2 months

Officer David Lamar Curtis  
Tampa, Fla., Police Department  
Date of Death: June 29, 2010  
Length of Service: 3 years, 8 months

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## Trunk Packing: A Matter of Officer Survival

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

Those officers assigned to fleet cruisers often are frustrated, to say the least, when they pop their cruisers' trunks at crash scenes to find no road flares. More often than not, they see, untethered, such motley items as crowbars, fire extinguishers, first-aid kits, jacks, loose ammunition, measuring devices, shovels, shotguns, and tire irons. They may or may not complain to their supervisors, who may or may not address the issue. However, regardless of the supervisors' responses, this situation undoubtedly will recur.

Regrettably, this state of affairs has existed for decades and is not perceived by law enforcement as especially serious. As a matter of fact, 85 percent of 80 law enforcement agencies surveyed by the Arizona Department of Public Safety in October 2002 had not promulgated guidelines for packing equipment in the trunks of their cruisers.<sup>1</sup> However, improper trunk packing jeopardizes officers' safety and is directly related to their survival.

Investigations of the tragic deaths of at least 14 law enforcement officers in the fiery, high-speed, high-impact rear-end collisions involving Ford Crown Victoria Police Interceptors (CVPIs) and its peer vehicle, the discontinued Chevrolet Caprice, between 1993 and 2002<sup>2</sup> identified unsafe trunk-packing as the cause or a contributing factor in two-thirds of these deaths.<sup>3</sup> Ford developed its optional Trunk Pack to mitigate the risk of necessary equipment items puncturing and igniting CVPI fuel tanks when they are stored laterally as opposed to longitudinally. It also provides a free Police

Interceptor Equipment Mounting Guide, as well as Police Interceptor Modifier Guides for 2008, 2009, and 2010 CVPIs, to assist with the proper and safe installation of aftermarket equipment (see figure 1).

Upfitting is a major issue, particularly for those agencies that outsource their cruisers locally for modification. Agencies often depend on well-intentioned local businesses to tailor new cruisers to the agencies' needs. Unfortunately, not every upfitter possesses the expertise necessary to properly install the requisite items, which can lead to subsequent problems. For example, a CVPI owned by the Powell, Ohio, Police Department burned on March 28, 2005. An investigation revealed that a sheet-metal mounting screw used to secure an aftermarket power source had pierced the Ford wiring harness; and that the wiring harness itself had been detached, moved, and not reattached. The aftermarket installer had mounted the power source in the "No Fasteners Allowed" area of the aforementioned equipment mounting guide.<sup>4</sup> Agencies must ensure that items in cruisers' trunks are affixed firmly and secured with fasteners strong enough to withstand crashes, so sharp-edged metal from flimsy clasps installed with inadequate bolts, nuts, or screws cannot puncture fuel system components.

Despite these recommendations to minimize trunk problems, Murphy's Law sometimes still prevails. Traditional road flares pose a fire danger when they are carried inappropriately in cruisers' trunks.<sup>5</sup> For example, uncapped and improperly stored flares ignited in the trunks of Tucson, Arizona, police cruisers twice in a period of 15 days in 2003.<sup>6</sup> Moreover, the cruiser in which Torrance, California, police officers Mark Athan and Hector Bermudez were riding on November 6, 2002, exploded in flames after it was struck in the rear at a red traffic signal

### Figure 1

#### Ford's Guide to Trunk Loading:

<https://www.fleet.ford.com/showroom/CVPI/TrunkLoading.asp>

#### Ford's Equipment Mounting Guide:

<https://www.fleet.ford.com/showroom/CVPI/trunkpattern.html>

#### Ford's Modifiers Guides:

<https://www.fleet.ford.com/showroom/CVPI/Modifiers.asp>

by a suspected intoxicated driver. Fortunately, Officer Athan was able to rescue his unconscious partner.<sup>7</sup> The preliminary findings of the National Highway Traffic Safety Administration (NHTSA) revealed that the force of the impact caused a 24-inch crowbar stored in the CVPI's trunk to rupture the wall of the trunk and travel all the way through its fuel tank.<sup>8</sup>

Ford commands 75 percent of the police car market.<sup>9</sup> Even though the CVPI will be retired after the 2011 model year and replaced by a new, purpose-built Police Interceptor, it will be used by law enforcement well into the future, especially in light of the economic constraints under which agencies currently are operating. Therefore, agencies need to ensure that their officers are provided with the best equipment and that officers use it safely. While many situations arise during officers' careers over which they regrettably



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have little or no control, driving cruisers with improperly packed trunks should never be one of them.

Forty-one percent more officers were killed accidentally than feloniously (746 versus 530) between 1999 and 2008,<sup>10</sup> and 66 percent of those killed accidentally in that decade (492 officers) died in automobile and motorcycle crashes.<sup>11</sup> Officers must remain ever cognizant that the autopsies of two Florida Highway Patrol troopers and four Arizona law enforcement officers killed in the aforementioned fiery, high-speed, high-impact rear-end collisions revealed that they had sustained non-life threatening injuries, but they had succumbed to the fires that engulfed their cruisers.<sup>12</sup> Remember, improper trunk packing was the cause or a contributing factor in two-thirds of these 14 deaths.

All officers need to be taught to safely stow essential items of equipment in their cruisers' trunks, and supervisors thereafter need to hold accountable those they lead daily by conducting regular and frequent inspections of cruisers' trunks and by immediately initiating corrective action when any deviation from a safe practice is identified. Improper trunk packing is a serious officer safety issue and a matter of officer survival; proactive responses can reduce the number of preventable, accidental officer deaths and injuries. ♦

#### Notes:

<sup>1</sup>Ford Motor Company, "ADPS Police Practices Survey," <https://www.fleet.ford.com/showroom/CVPI/TrafficStop.asp#ADPS> (accessed June 6, 2010).

<sup>2</sup>The Center for Auto Safety, "MY 1992-2001 Ford Crown Victoria, Lincoln Town Car, Mercury Grand Marquis Fatal Fire Crashes, 1993-2002," <http://www.autosafety.org/uploads/CVFARS.pdf> (accessed June 9, 2010).

<sup>3</sup>Ford's Director of Design Analysis Brian Geraghty, facsimile to the author, June 13, 2003.

<sup>4</sup>Mr. Geraghty, director of Design and Analysis Office of Ford Motor Company, summarized the investigation at the June 22, 2005, meeting of the IACP Law Enforcement Stops and Safety Subcommittee (LESSS).

<sup>5</sup>Dr. Charlie Mesloh et al., *Evaluation of Chemical and Electric Flares*, report to the National Institute of Justice, Document No. 224277 (2008), 10, <http://www.ice4safety.com/sitebuildercontent/sitebuilderfiles/roadflareevaldoj.pdf> (accessed June 5, 2010).

<sup>6</sup>Jeff Corey et al., "Tucson Arizona Flare Experiment," *SWAFS Journal* 25, no. 2 (July 2003): 27-34.

<sup>7</sup>Larry Altman, "Torrance Police Officer Saves Partner from Blazing Car," *Daily Breeze*, November 8, 2002, [http://www.firepanel.net/images/11-7-02/%20torrance\\_ca\\_crash.pdf](http://www.firepanel.net/images/11-7-02/%20torrance_ca_crash.pdf) (accessed June 6, 2010).

<sup>8</sup>Patrick A. Shortall and Frank S. Borris, "Preliminary Findings Announced in Review of Torrance Police Ford Crown Victoria Patrol Car Fire," press release, Torrance Police Department and National

Highway Traffic Safety Administration, November 25, 2002, 1.

<sup>9</sup>Brent Snavely, "Ford Confirms New Patrol Car Will Replace Crown Vic in 2011," *Detroit Free Press*, reprinted on PoliceOne.com, November 16, 2009, <http://www.policeone.com/police-products/vehicles/articles/1966103-Ford-confirms-new-patrol-car-will-replace-Crown-Vic-in-2011> (accessed June 5, 2010).

<sup>10</sup>Federal Bureau of Investigation (FBI), *Law Enforcement Officers Killed and Assaulted 2008*, October 2009, table 1, [http://www.fbi.gov/ucr/killed/2008/data/table\\_01.html](http://www.fbi.gov/ucr/killed/2008/data/table_01.html) (accessed June 11, 2010); FBI, *Law Enforcement Officers Killed and Assaulted 2008*, October 2009, table 48, [http://www.fbi.gov/ucr/killed/2008/data/table\\_48.html](http://www.fbi.gov/ucr/killed/2008/data/table_48.html) (accessed June 11, 2010).

<sup>11</sup>FBI, *Law Enforcement Officers Killed and Assaulted 2008*, October 2009, table 63, [http://www.fbi.gov/ucr/killed/2008/data/table\\_63.html](http://www.fbi.gov/ucr/killed/2008/data/table_63.html) (accessed June 11, 2010).

<sup>12</sup>Lieutenant James D. Wells Jr., "Rear End Collision Study—1999," July 26, 1999, and September 16, 1999, revision, 5 and 19; minutes of September 10-11, 2003, LESSS meeting, 1.

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