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DECEMBER 2016

## Public Information and Media Relations



**IACP 2016 in Review**

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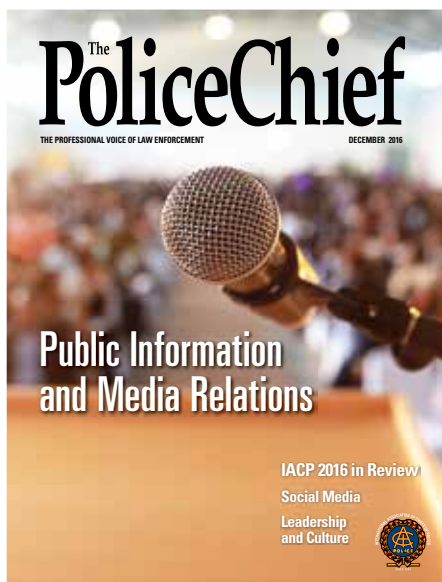
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## Public Information and Media Relations

IACP 2016 in Review

Social Media

Leadership  
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<http://www.policechiefmagazine.org>

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The Police Chief (ISSN 0032-2571) is published monthly by the International Association of Chiefs of Police, 44 Canal Center Plaza, Suite 200, Alexandria, VA 22314-2357, USA; 703-836-6767; fax: 703-836-4543. Periodicals postage paid at Alexandria, Virginia, and additional mailing offices. Subscription rate of \$30 to IACP members is included in annual membership dues; subscription rate to nonmembers is \$30 per year, domestic and foreign. Single copy, current issue, \$2.50; back issues, \$3, except APRIL Buyers' Guide issue, \$12.50.

POSTMASTER: Send address changes to the Police Chief, 44 Canal Center Plaza, Suite 200, Alexandria, VA 22314, USA.

Canada Post: Publications Mail Agreement #40612608  
Canada returns to be sent to Bleuchip International, P.O. Box 25542,  
London, ON N6C 6B2

NOTE: New subscriptions and changes of address require six to eight weeks to process. Subscriptions begin with next available issue; for backdated subscriptions, place separate order for back issues desired. IACP will not be responsible for replacement of an issue if not notified of nondelivery by the 15th of the third month following the month of issue. Please check address label and promptly mail any necessary changes.

Articles are contributed by practitioners in law enforcement or related fields. Manuscripts must be original work, previously unpublished and not simultaneously submitted to another publisher. No word rate is paid or other remuneration given. Contributors' opinions and statements are not purported to define official IACP policy or imply IACP endorsement.

Printed in the USA.

BPA business publication membership granted September 1991



As new technologies and social media continue to connect people and communities—and as the media and the public shine a spotlight on law enforcement's actions, policies, and responses—communication with the community and the media is more important than ever. Police leaders and public information officers both have essential roles to play in this realm and need to be aware of the various tools and strategies that can help with effective communication, information sharing, and relationship building.

# The Police Chief

December 2016

VOLUME LXXXIII, NUMBER 12

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# The Role of Social Media for Today's Law Enforcement Agency

Social media has been in existence for over a decade now, and, as it continues to evolve and new platforms emerge, it has impacted society in a number of ways. People around the world now have different expectations and behaviors surrounding relationships, commerce, and communication. And, while social media might no longer be considered "new," the quickly changing landscape of technology and constant evolution of these tools still consistently present emerging challenges and opportunities.

Law enforcement agencies have not been immune to these changes. From critical incidents, to large-scale events, to day-to-day operations, agencies are using Facebook, Twitter, Instagram, YouTube, Snapchat, and other social media tools to enhance communications.

### Social Media during Critical Incidents

Agencies often use social media during critical incidents to keep the public informed. In June 2016, the Orlando, Florida, Police Department used social media to inform the public of the shootings at the Pulse Nightclub in which 49 victims were killed and many more injured.

At 3:58 a.m. the Orlando Police Department quickly posted to Twitter "Shooting at Pulse Nightclub on S Orange. Multiple injuries. Stay away from area."<sup>1</sup> They continued to provide constant updates via social media on what was happening at the scene in order to avoid confusion and to keep both the public and the media informed.

In many critical incidents, social media is an essential tool to quickly inform the public. These tools can be used to help secure the scene by warning others to stay away, to rapidly provide quick updates and messages to the public, and to prevent inaccurate reporting.

### Social Media and Large-Scale Events

Communities around the world will often host large-scale events. Depending on the size of your community and agency, a large-scale event could be anything from a town parade to an international convention. Regardless of the event, social media can be an important tool to have in your agency's toolbox.

The Cleveland, Ohio, Police Department (CPD), utilized social media in a number of ways in July 2016, when the Republican

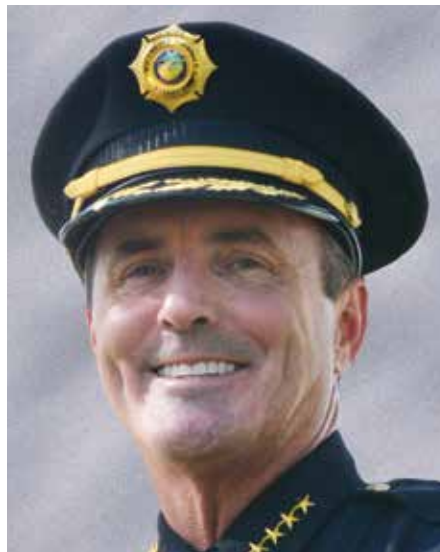
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*Social media is constantly changing so understanding these tools can be a challenge; however, they can be invaluable to your officers and to community members who need to receive or share information.*

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National Convention came to the city. Through its use of Facebook and Twitter, CPD was able to participate in conversations happening in and around the city, allowing the agency to dispel rumors, answer questions, and provide valuable information to a large number of people in a timely manner.

During these large-scale events, social media is a place to share information on road closures, situation updates, and acceptable activities and to issue guidance to those who may be from your jurisdiction or just visiting. This type of communication can also be helpful in the day-to-day operations and should not be overlooked for the "regular" communication and services your agency provides.



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

### Social Media Day-to-Day

While social media tools can and do play a valuable role during critical incidents and large-scale events, agencies cannot wait for those types of events to occur to begin engaging with their communities. An agency's social media presence must be developed over time and can easily be integrated into the day-to-day operations.

The President's Task Force on 21st Century Policing report highlights social media in one of the six pillars (Pillar 3: Technology & Social Media).<sup>2</sup> However, social media use is not a stand-alone activity. Social media can be used for successful implementation of a number of the task force recommendations including those that touch on transparency, youth engagement, and recruitment.

Social media also provides a platform for you to share your unique story and the story of your officers and staff members. IACP's popular #WhyIWearTheBadge campaign is just one example of how agencies are able to use social media platforms to share the good work their officers do each day and to share the commitment of the officers to the community in which they serve.

### What Now?

Knowing how social media tools work and, specifically, how your community uses social media to communicate is incredibly important to all aspects of policing. Social media is constantly changing so understanding these tools can be a challenge; however, they can be invaluable to your officers and to community members who need to receive or share information.

A well-articulated social media strategy and an agency policy are two foundational items for an agency to be successful in this space. In



IACP's 2010 Center for Social Media survey, 35.2 percent of agencies surveyed indicated they had a social media policy.<sup>3</sup> The 2016 survey revealed that now 80 percent of responding agencies have a social media policy.<sup>4</sup> This growth also reflects the increased number of agencies more actively engaging in social media use around the world. The IACP has developed a model policy on the use of social media, and it is available at no cost from the IACP's Center for Social Media ([www.IACPsocialmedia.org](http://www.IACPsocialmedia.org)). The policy and the corresponding concepts and issues paper, as well as many of the other resources available through the Center for Social Media provide guidance for agencies all along the continuum of social media use, from those who have yet to engage with these tools to those who have been using them for years.

For centuries, law enforcement officers have gone to where their community members are. We attend community meetings; visit businesses; and walk the streets looking for opportunities to listen, discuss, and provide services. Social media platforms are simply one more place where our communities gather, and we must be there in order to protect and serve. ♦

#### IACP CENTER FOR SOCIAL MEDIA ANNUAL SURVEY

Since 2010, the IACP Center for Social Media has conducted a survey of U.S. law enforcement agencies and their use of social media. This year the IACP worked with the Urban Institute to conduct the survey, and 505 agencies responded, providing information on a number of areas related to social media and law enforcement. Full survey results will be available on the Center for Social Media website ([www.IACPsocialmedia.org](http://www.IACPsocialmedia.org)).

Notes:

<sup>1</sup>Orlando Police Department, "Shooting at Pulse Nightclub..." 3: 58 a.m., June 12, 2016, tweet, <https://twitter.com/OrlandoPolice/status/741902485070045184> (accessed November 8, 2016).

<sup>2</sup>President's Task Force on 21st Century Policing, *Final Report of the President's Task Force on 21st Century Policing*, 2-3, 32-39, [https://cops.usdoj.gov/pdf/taskforce/task\\_force\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/task_force_finalreport.pdf) (accessed November 8, 2016).

<sup>3</sup>IACP Center for Social Media, "2010 Survey Results," <http://www.iacpsocialmedia.org/Resources/Publications/2010SurveyResults.aspx> (accessed November 8, 2016).

<sup>4</sup>IACP Center for Social Media, *2016 Social Media Survey* (Alexandria, VA: IACP, 2016).

IACP uses a variety of social media platforms to communicate with our members and the law enforcement community.



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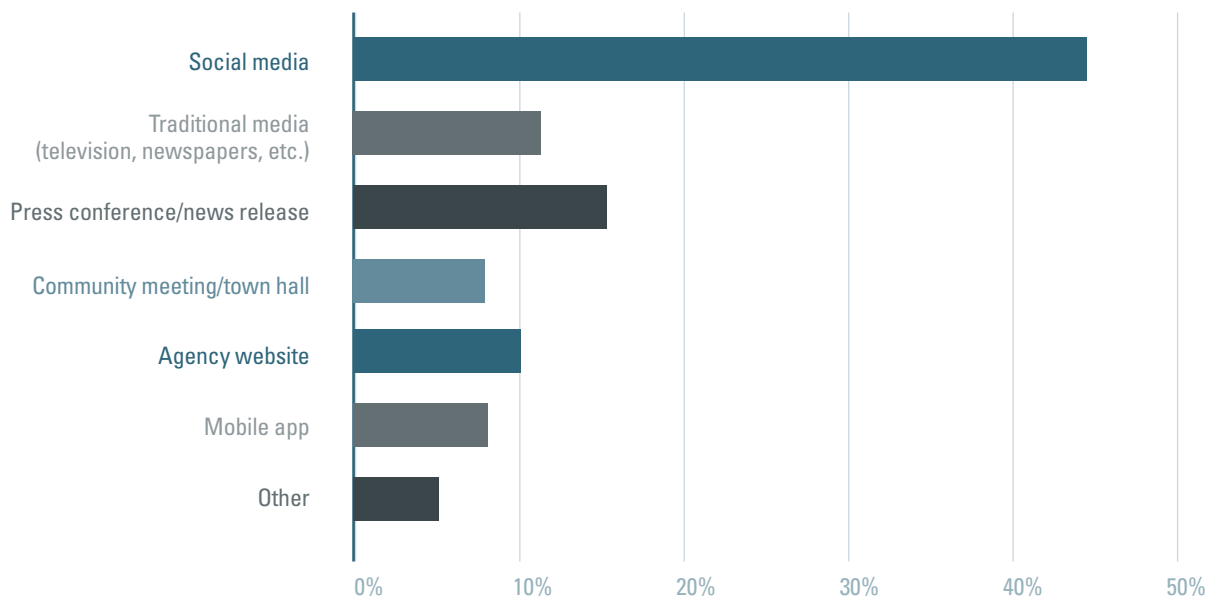
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*Police Chief knows that many of the best ideas and insights come from IACP members who serve their communities every day. The Dispatch is an opportunity for members and other readers to share their wisdom, thoughts, and input on policing and the magazine.*

## MEMBERS SPEAK OUT

In October *Police Chief* asked our readers to identify your agencies' preferred method for providing information to the community. Here's what you told us.

### Agency's preferred method for providing information to the community



“Social media allows us to get our message out without the filters and biases of traditional information sources. In today's environment, where a tweet or post can sway public opinion instantly, the ability to disseminate factual information quickly makes social media essential for every law enforcement agency.”

—Wesley Harris, Park Manager  
Louisiana State Park Police

“The use of social media has transformed how our department connects with the community in a positive way. Some of the benefits to social media include timeliness, accuracy, mobility, and a direct connection to the audience, which can lessen the chance of misinformation.”

—Angelique Myers, Public Information Officer  
Round Rock Police Department, Texas

“We actually share information simultaneously in a number of formats including website, social media, and news release.”

—Doug Stephens, Chief  
Littleton Police Department, Colorado





## FROM OUR READERS

Did an article stir your interest or remind you of your own experiences? Do you have a comment you want to share with other **Police Chief** readers? Send a note to [letters@theiacp.org](mailto:letters@theiacp.org) and you may see your letter in the magazine!

Dear IACP,

My husband has been a member of IACP since 1977, and he retired as major from Canton, Ohio, Police Department in 1989. Our son Steve is now a lieutenant at the Louisville, Ohio, Police Department.

We were at the IACP's 123rd annual convention in San Diego... It was my husband's last time for the convention since he is now 76 years old and we probably won't be going to any more. But it was also my son's first time as a member with the IACP.

It was a proud moment for me after going to some 35 [conferences] over the years that I could be with them for the last and first for father and son.

My husband and I have enjoyed our years with the IACP and know my son will learn and enjoy much at the conferences he will attend until he retires.

Sincerely,  
Connie Fetterman, Arizona

## YOUR TURN



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# IACP Unveils Policy Priorities Document

By Sarah Guy, Manager, Legislative and Media Affairs, IACP

Every two years, the IACP sets policy priorities that are representative of global issues that are most important to the association and its membership. These policy priorities are developed by the IACP governing body, with input from the law enforcement field and IACP members. IACP events like the annual conference; division, section, and committee meetings; summits; and the series of critical issue forums the IACP held in eight locations throughout the United States help drive the association's policy priorities, as do the resolutions passed by IACP members.

This year, IACP has developed a revamped and tailored policy priorities document that focuses on several critical issues that we hope lawmakers will make a priority. Those issues include the following:

## **Establishment of a National Criminal**

**Justice Commission:** Support legislation that would form a National Criminal Justice Commission to conduct a comprehensive examination of all aspects of the criminal justice system and develop recommendations to address the broad range of new and emerging challenges that confront law enforcement today.

**Community-Police Relations:** Support legislative initiatives that would help law enforcement form sustaining relationships with all segments of their communities. Those initiatives include, but are not limited to, increased funding for key grant programs; support for crisis intervention team training; support for the collection of data on the use of force on the national level; support for public service announcement campaigns; and support in the way of educational assistance for law enforcement officers.

**Use-of-Force Data Collection:** Support for legislative proposals and efforts that include the collection of data on the use of force by police and against police on the national level.

**Federal Funding Assistance for State, Local, and Tribal Law Enforcement:** Federal funding assistance distributed through competitive and formula grants are a vital resource to the law enforcement agencies that are responsible for



*This year, IACP has developed a revamped and tailored policy priorities document that focuses on several critical issues that we hope lawmakers will make a priority.*

safeguarding communities. Support legislative initiatives to fully fund critical programs outlined in the Department of Justice and the Department of Homeland Security Budgets.

## **Reduce Firearms Violence and Target**

**Illegal Guns:** Gun-related violence continues to be a problem. Support legislation and policies that aim to prevent further gun violence in our communities, including, but not limited to, requiring background checks for all firearm purchasers; prohibiting the sale or transfer of armor piercing ammunition; strengthening penalties for straw purchasing; making firearms trafficking a federal crime; and supporting firearms enforcement programs that involve local, state, and federal agencies.

**Terrorism Prevention:** Support legislative proposals that give law enforcement leaders the tools they need to incorporate successful strategies to counter violent extremism and prevent acts of terrorism from taking place.

**Barriers to Access to Electronic Evidence:** Technologies and strategies that prevent law enforcement from accessing digital evidence when legally authorized are putting public safety at risk. Support legislative proposals that allow law enforcement to access digital communications and information pursuant to a lawful court order.

**Combat Illegal Narcotics:** Communities face issues related to substance abuse every day. The rise in prescription drug abuse, the increase in heroin addictions, the movement by some states to legalize medical and recreational marijuana, and the emergence of new drugs add to this problem. Support legislative proposals that assist federal, state, local, and tribal agencies in anti-drug enforcement efforts, drug education, and drug treatment.

**Sentencing and Corrections Reform:** Ensure that any legislative effort on criminal justice reform be thoughtful and achieve a proper balance of preserving and expanding

mandatory minimums for violent offenders and career criminals, while reducing recidivism and addressing the burgeoning prison population.

**Asset Forfeiture:** The Asset Forfeiture Program enables law enforcement to deprive criminals of both the proceeds and tools of crime. Oppose any proposal that eliminates or reduces the equitable sharing program.

**Traffic Safety:** Traffic-related fatalities continue to plague our communities. Back legislative proposals that support effective traffic safety enforcement programs, including, but not limited to, funding the National Highway Traffic Safety Administration; supporting the development of a National Registry of Commercial Drivers; and opposing any federal effort that would legalize, decriminalize, declassify, or classify as a medical substance any currently illegal drug—including marijuana.

It is our hope that this policy priorities document will aid IACP members in discussions with elected officials regarding key criminal justice-related issues. This document is meant to highlight issues that will likely be the focal point for many lawmakers in the coming years. We hope that you will print it out and provide a copy to your elected officials when you met with them. ♦

To view IACP's policy priorities, visit  
[www.theIACP.org/IACP-Legislative-Agenda](http://www.theIACP.org/IACP-Legislative-Agenda).



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## Investing in Your Health



*By Ed Holmes, Chief of Police, Mercer Island, Washington, Police Department*

The importance of investing money early to realize a financially secure retirement is a familiar topic to most people. By setting aside money each month, individuals can realize substantial growth in funds over time. Because financial security during retirement is important, people spend time with their financial planners, discussing the importance of asset management and diversification. They think about their eventual retirement when they can exchange

their work clothes or gear for a pair of shorts and spend more time on their hobbies. Yet all this planning goes to waste if they are not around to enjoy their retirement. Longevity estimates for retired police officers vary, but studies show relatively short life expectancy rates. The good news is that by making small investments in their physical and mental health today, officers can increase their chances of enjoying a long, healthy retirement.

Just as with financial planning, investing in one's physical and mental health starts with an honest assessment of his or her current state of being. Law enforcement officers have chosen a profession unlike any other, and if they are not proactive with respect to their health, they can fall victim to the toll the job takes on individuals. It is no secret that the stress, physical demands, and emotional trauma experienced over the years will eventually catch up to most officers. They may appear strong on the outside, but, inside, many officers know they could use some help.

Take a moment to consider the last foot chase you were in, and ask yourself how you felt afterwards. Were you out of breath or did you feel lightheaded? What about the last physical confrontation you were in? Did you suffer a sprain or strain? Or what about the last time you had to tell someone that their loved one was not coming home? Did you stay awake later that night and replay the emotional crisis you witnessed? Officers tend to dismiss the warning signs and convince themselves that such experiences just go with the job. Yet when they see their fellow officers get hurt or killed—or take their own lives—many officers need to take a moment for self-reflection.

Just as financial portfolios need attention, so do bodies and minds. Going on a diet can seem unappealing, joining a new gym can be intimidating, and staying mentally fit can sound confusing; however, significant gains in longevity can be achieved by taking small steps that go a long way toward staying healthy and safe.

Rather than trying to go on a strict diet, officers can start by making small choices that are easy to accomplish. For example, when going out to eat, they can make just one healthy choice per meal such as skipping the fries when ordering a burger. Salads can be ordered with the dressing on the side, and dipping a fork in the dressing before each bite will use less dressing while still enhancing the taste with each bite.

Another easy change is skipping dessert or splitting one dessert between two people. Making such choices over time will result in a noticeable difference.

When it comes to exercising, again, one can start small. For instance, one might start by walking more each day and adding some stretching exercises to a morning routine. The use of suspension trainers or resistance bands can be a great way to start, and light resistance training can be done at home. People who start a new workout regimen do best if they start small, find an accountability partner, and set realistic goals.

Discussing healthy eating and proper exercise is often the easy part. Officers are much more apt to acknowledge that they need some help with their diet and exercise routine than they are with acknowledging that they are hurting emotionally. No one wants to appear emotionally weak—so, when officers experience traumatic events, they tend to suppress feelings of hurt and pain and tell themselves it's just part of the job. All officers will eventually experience an event that causes feelings of hurt or pain, and, when these feelings are suppressed over and over, the cumulative toll can be very costly. Sadly, officers can be very good at hiding their emotional pain until it's too late. The good news is that, just like with eating and exercise habits, officers can also develop good habits with respect to their mental health. Healthy personal relationships can be a great venue for open and honest conversations about feelings of hurt and pain, and these supportive relationships can go a long way toward keeping a person mentally fit. Connecting with a good counselor can also pay dividends. Whether individuals find a counselor through a program at work or on their own, checking in with a trained professional can be a very courageous step toward maintaining one's emotional health.

Staying fit in only one area of life does not serve anyone well. Everyone, especially officers, need to consult with their physicians, just as they consult with their financial planners. They need to have their overall health reviewed, just as they get their mutual funds reviewed. And, just as with financial planning, small investments in one's physical and mental well-being over time can have a very positive cumulative impact. ♦



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

## Evidence-Based Policing: Examples and Impacts

By Amanda Burstein, Project Manager, IACP, and Kathleen Kelley, Project Coordinator, IACP

Evidence-based policing is not a new idea; however, implementing it can sound overwhelming to law enforcement leaders. Evidence-based policing uses the most current, effective research to make policy decisions and establish policing practices. Law enforcement organizations can use evidence-based policing to increase their capabilities to prevent crime, connect with the community, and improve quality of life. One of the ways that agencies can ensure they are employing evidence-based policing practices is by partnering with colleges and universities to perform or evaluate research on specific issues. The City of Redlands, California, Police Department; the Tennessee Bureau of Investigation; and the Tallahassee, Florida, Police Department are three agencies that have successfully used evidence-based policing to engage the community, strengthen state laws, and increase the availability of community resources.

### Engaging the Community

The City of Redlands, California, Police Department completed a research study entitled *Translating "Near Repeat" Theory into a Geospatial Policing Strategy: A Randomized Experiment Testing a Theoretically Informed Strategy for Preventing Residential Burglary*. The program was carried out by the Redlands Police Department, with research and technical expertise provided by Temple University and RTI International. The research project used a randomized controlled trial to test whether quickly notifying community residents that they are at an increased risk for a burglary and providing them with burglary prevention tips reduce incidents of further burglaries in the high-risk time period. Burglaries were tracked by the department in each area for 16 months, and, as burglaries were reported, the incidents were assigned to treatment or control groups. Near-repeat high-risk areas allocated to the treatment group were visited by uniformed volunteers from the Redlands Police Department.

All agency volunteers received two hours of training that covered the goals of the burglary intervention program, and they were provided with a script that they could use when talking to community members. The primary goals of these visits were to inform residents of their increased risk and to provide them with actionable crime prevention information. The resulting impact of the targeted outreach suggested that the treatment did not reduce burglaries in the 4, 8, or 12 weeks following the intervention.

This research was the first systematic test of a policing strategy designed to disrupt the near-repeat pattern of residential burglary. The City of Redlands Police Department engaged the community in the co-production of public safety. The project impacted the community in a positive way by making community members more aware of crime in their neighborhoods and causing them to be more vigilant about locking doors and windows, to watch out for their neighbors, and to be more likely to report a burglary to the police.

### Utilizing Research to Strengthen Legislation

In 2010, the Tennessee General Assembly realized that human trafficking was an increasing crime in Tennessee and requested that the Tennessee Bureau of Investigation (TBI) conduct research in order to discover just how prevalent human trafficking was in the state. TBI completed a research study entitled *Tennessee Human Sex Trafficking and Its Impact on Children and Youth*. In order to complete the research successfully, TBI partnered with the Vanderbilt University Center for Community Studies.

The research shined a spotlight directly on a disturbing crime trend that was rarely publicized. The study involved a survey, focus groups, and the evaluation of case studies, and the data collected revealed that there was a need for more enforcement in human trafficking. As a result, TBI established a full-time statewide human trafficking unit. Since 2011, the Tennessee General Assembly has passed 39 pieces of legislation that have strengthened the laws to protect survivors of human trafficking, and the state has had several positive results in prosecuting offenders by employing the new human trafficking laws.

### Partnerships to Increase the Availability of Resources

Each year, approximately 65,000 adults in Florida are arrested for the first time while committing misdemeanor crimes. In order to discover the true effect of those first-time arrests, the Tallahassee Police Department completed a research project entitled Pre-Arrest Diversion Program. The program is a partnership between the department and the Leon County Sheriff's Office that diverts first-time misdemeanor offenders directly to a local behavioral health agency for intervention services.

The intervention services provided by the behavioral health agency address criminogenic and substance abuse behaviors in order to reduce recidivism and improve public safety. Individuals who successfully completed all of the intervention services and sanctions avoided an arrest record and the stigma affiliated with having been arrested. The research utilized evidence-based intervention services that have significantly influenced recidivism rates for program participants. A leading researcher with the Western Carolina University's Department of Criminology and Criminal Justice guided the complex research effort. The university-sponsored research project demonstrated that the Pre-Arrest Diversion Program has significantly reduced recidivism rates for program participants and had a significant positive impact on the participants, the contributing agencies, and the community.

The three research projects herein are all examples of how police organizations can increase their effectiveness through the practical translation and implementation of evidence-based research. Each agency identified an area of need, developed and implemented research, and evaluated the findings in order to determine the effectiveness of the intervention. These examples also demonstrate the importance of using local resources, such as universities and social service organizations, to assist in reducing the prevalence of crime in a community. ♦

*The opinions expressed in this article are those of the author(s) and do not necessarily represent the views of the IACP. The presence of this content in Police Chief does not indicate endorsement by the IACP.*

# IACP WORKING FOR YOU

*In the mission to support the law enforcement leaders of today and develop the leaders of tomorrow, the IACP is constantly involved in advocacy, programs, research, and initiatives related to cutting-edge issues. This column keeps you up to date on IACP's work to support our members and the field of law enforcement.*

## Building Trust Through Transformative Education

IACP's Institute for Community-Police Relations has formed a partnership with Howard University to offer a revolutionary course entitled Policing Inside-Out: Building Trust Through Transformative Education. At the heart of this semester-long, 15-week academic course is a discussion about contemporary policing and social justice issues that engage and challenge students, law enforcement officers, community leaders, and criminal justice experts to reexamine what they have come to know about law enforcement and social justice. Students work together toward gaining a more complex understanding of community-police relations by facilitating citizen-police dialogues that improve trust, tackle difficult issues such as use of force, and enhance cross-cultural knowledge of human diversity in the 21st century.

For more information, visit [www.theIACP.org/ViewResult?SearchID=2687](http://www.theIACP.org/ViewResult?SearchID=2687).

## Benchmarking and Performance Analytics Portal

Thinking about starting a new program or adding new specialized staff? The Benchmark Portal can help you identify and connect with agencies that have already done just that. Inspired by the Overland Park, Kansas, Benchmark Cities initiative, and from the IACP's Midsize Agencies Section, the Benchmark Portal is your new resource for conducting comparative analyses with peer agencies. The IACP and IACP Net joined forces, supported by the COPS Office, to create the new Law Enforcement Benchmarking and Performance Analytics Portal—and it's free for participating agencies.

For more information, visit [www.theIACP.org/benchmarking](http://www.theIACP.org/benchmarking).

## IACP Listens to Critical Issues During Leadership Tour

The IACP organized a series of critical issue forums in eight locations throughout the United States, where we met with and listened to law enforcement executives to explore and assess the wide range of challenges currently confronting law enforcement. We found several interrelated issues common to all law enforcement agencies. In addition, many of the central components expanded beyond the scope of traditional law enforcement operations and demonstrated how the role of law enforcement officers has progressed. The shared concerns of law enforcement leaders better identified existing gaps in trust, clearly demonstrated law enforcement's commitment to the citizens they serve, and showcased the need to work collectively to balance the public's expectations of safety and service with the realities of policing.

Access the report developed from IACP's Leadership Tour at [www.theIACP.org/Portals/0/documents/pdfs/173953\\_IACP\\_LeadershipTourReport\\_P5-PDF%20ONLY.pdf](http://www.theIACP.org/Portals/0/documents/pdfs/173953_IACP_LeadershipTourReport_P5-PDF%20ONLY.pdf).



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# The First Amendment in the Workplace

By Anni Lori Foster, General Counsel,  
Arizona Department of Public Safety

The First Amendment of the U.S. Constitution provides:

*Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof; or abridging the freedom of speech, or of the press; or the right of the people peaceably to assemble, and to petition the government for a redress of grievances.*<sup>1</sup>

Every U.S. citizen knows what this means when a person is on the courthouse steps or on a sidewalk, but what happens when employees bring their exercise of free speech or expression into the workplace—and a public workplace at that?

In light of recent events, First Amendment rights in the workplace, particularly freedom of speech and expression, are being questioned. Where is the line between an employee's First Amendment rights and an employer's ability to dictate how an employee will act on company time? What about off-duty activities? Is there a time when off-duty activities can be regulated by an employer? The answers to these questions, as with any related to individual constitutional rights, are not black and white. Instead, they require careful consideration and balancing of an employee's rights with the employer's interests. The following is an overview of cases that have dealt with First Amendment issues in the workplace; however, careful consideration and consultation with legal counsel should occur before making any decision regarding action against an employee exercising First Amendment rights.

One of the first cases often-cited when looking at an analysis of First Amendment rights in the workplace is *McAuliffe v. Mayor of New Bedford* from the late 1800s.<sup>2</sup> This case, heard in the Massachusetts Supreme Court, adopted the often-cited right-privilege theory, which basically says a person may have a constitutional right to free speech, but the person does not have a right to be employed, especially as a police officer.<sup>3</sup> This tenet has carried on through the years and continues to guide employers when addressing free speech issues.

In the 1960s, the U.S. Supreme Court issued the *Pickering v. Board of Education* decision in a

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*Striking the right balance between operating a public workplace and respecting individual rights is not difficult, provided the organization has appropriate policies in place and the employer seeks advice from his or her counsel.*

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case where a teacher wrote a letter to the editor criticizing the board's allocation of funding.<sup>4</sup> In this case, the court held that the teacher's letter to the editor was protected speech due to the fact that *Pickering* did not knowingly or recklessly provide false statements about the issue and the matter was one of public concern.<sup>5</sup> Thus, without stating so, the *Pickering* decision established the need for employers to balance an employee's rights with the public concern related to the issue. However, although often cited, the *Pickering* test was not the final word on the subject.

In 1983, the U.S. Supreme Court again looked at the issue of employee speech protections.<sup>6</sup> In this case, *Connick v. Myers*, an assistant

got wind of the survey, the employee was terminated. In analyzing the case, the court stated that an employer does not have to tolerate behavior that disrupts the workplace; however, the employer also must weigh the matter in terms of the public concern. Thus, this case resulted in the *Pickering-Connick* test that is still used today, in which two prongs must be met to establish a First Amendment violation claim. First, to establish his or her claim, a public employee must show that (1) the speech in question addresses a matter of public concern and (2) the employee's free-speech interests outweigh his or her employer's interests in maintaining an efficient and effective workplace. After an employee establishes these two elements, the court then applies a balancing test to weigh whether the speech in question (1) impairs discipline or harmony among co-workers, (2) has a detrimental impact on close working relationships, and (3) interferes with the normal operation of the employer's business.

Since this test was implemented, courts have refined the elements to establish that the speech must be made in the employee's capacity as a citizen and not simply to advance private interests as an employee.<sup>7</sup> Additionally, courts have placed burdens on employers to show that the employer would have taken the same action without the speech (instead of the action as retaliation). Just this year (2016), the U.S. Supreme Court heard and decided a case regarding the demotion of a police officer that was related to "perceived" participation in an opponent's political campaign.<sup>8</sup> In that case, the U.S. Supreme Court sent a clear message that not only is the *Pickering-Connick* test alive and well, but employers do have a burden once the employee has established that his or her conduct is protected.



district attorney was notified that she would be transferred. Not happy about her transfer, the employee circulated a questionnaire about the agency's transfer policy that included questions about whether employees felt pressured to work on political campaigns. After the district attorney

In conclusion, employers need to understand that any issue concerning constitutional rights is not black and white and that caution should be exercised before making a quick decision. Striking the right balance between operating a public workplace and respecting individual rights is not difficult, provided the organization has appropriate policies in place and the employer seeks advice from his or her counsel. Although policies cannot stop lawsuits from being filed, their application can ensure that an employer is armed with a good defense. As always, good documentation and early involvement of legal counsel will assist in any defense. ♦

#### Notes:

<sup>1</sup>U.S. Const. amend. I.

<sup>2</sup>*McAuliffe v. Mayor of New Bedford*, 155 Mass. 216, 29 N.E. 517 (1892).

<sup>3</sup>*Id.*

<sup>4</sup>*Pickering v. Board of Education*, 391 U.S. 563 (1968).

<sup>5</sup>*Id.*

<sup>6</sup>*Connick v. Myers*, 461 U.S. 138 (1983).

<sup>7</sup>*Garcetti v. Ceballos*, 547 U.S. 410, 126 S.Ct. 1951 (2006).

<sup>8</sup>*Heffernan v. City of Paterson*, No. 14-1280, 578 U.S. \_\_\_\_ (2016).



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## Law Enforcement's Role in Changing Minds About Children's Exposure to Violence

Children who experience and witness violence are robbed of their childhoods and bear physical and emotional scars that can last a lifetime. We know that youth who have been exposed to violence are more likely to develop substance use disorders; have depression, anxiety, and post-traumatic disorders; fail or have difficulty in school; and become delinquent and engage in criminal behavior. Exposure to violence during childhood is significantly correlated with adverse health, educational, and social outcomes later in life, such as mental illness, poverty, and involvement in the justice system.

The tragedy of a child's experience with violence is hardly an isolated one. Recently, the Office of Juvenile Justice and Delinquency Prevention (OJJDP) published findings from the second wave of the National Survey of Children's Exposure to Violence, conducted in 2011, which found that nearly three in five children (57.7 percent) in the United States had been exposed to violence, crime, or abuse in the previous year. Approximately two in five children (41.2 percent) in the survey had been the victims of at least one assault in the prior year, while nearly seven in ten youth in the survey (69.7 percent) said they had been assaulted at least once in their lifetimes.<sup>1</sup>

In October 2016, the Department of Justice, working with Futures Without Violence, the Ad Council, and the Wunderman ad agency, launched Changing Minds, a national campaign to raise awareness about the prevalence and impact of children's exposure to violence and the trauma that may result. The campaign aims to motivate adults to be more caring, concerned, and supportive figures to the children around them, and it promotes programs and practices that help to make schools, homes, and communities safer for children and youth.

Changing Minds has developed a website, ChangingMindsNOW.org, and a toolkit with video, digital, and print content to educate the public about children's exposure to violence and how we can begin the healing process. Our goal is to reach adults who interact with children in grades K–12, including teachers, coaches, health professionals, social workers, guidance counselors, and law enforcement officers. We also want these adults to embrace the five "healing gestures" detailed in the campaign, which are to celebrate, comfort, collaborate with, listen to, and inspire children and young people to help them overcome their trauma and, ultimately, heal. We do this because we know that one of the most

significant predictors of a child's resiliency in the face of trauma is consistent interaction with a caring and supportive adult.

Law enforcement has a critical role to play in elevating the response to children's exposure to violence. For most young people, their initial contact with the justice system is through an interaction with a law enforcement officer. That officer may be among those supportive and caring adults who can help guide a youth toward healing and away from further involvement with the justice system, while law enforcement officers who interact regularly with young people may recognize signs of trauma and take the first steps to guide them to available services and programs. Properly trained school resource officers, for example, are ideally situated to identify the signs of trauma in students they encounter daily and to help them receive treatment and support. Early help for children who are exposed to violence is important because research also suggests that children and teens who are victims of violence, crime, or abuse are adaptable, resilient, and capable of overcoming the negative effects of trauma, given the necessary support.



**Robert L. Listenbee, Administrator,  
Office of Juvenile Justice  
and Delinquency Prevention,  
Office of Justice Programs,  
U.S. Department of Justice**

OJJDP and IACP have worked together to develop protocols to make law enforcement interactions with youth more effective and less traumatic. IACP provides training, technical assistance, and resources to members of state, local, and tribal law enforcement agencies who serve as the first responders to incidents of domestic, family, and community violence. Prior to coming to OJJDP, I worked closely with IACP to develop its curriculum to improve law enforcement techniques on interviewing and interrogating juveniles. OJJDP and IACP have developed a toolkit to help officers interact with youth who have suffered a traumatic event. In collaboration with the Office of Justice Programs' Bureau of Justice Assistance, IACP has also released a model policy to improve police interactions with children when their parents are arrested.

Although crime rates nationally remain at historically low levels, too many children in the United States are exposed to violence in their daily lives. Through Changing Minds, the U.S. Department of Justice is elevating the issue of children's exposure to violence to the forefront of public awareness. We have designed the campaign to address many of the problems that too many children and families face when we apply punitive or developmentally inappropriate responses to social and emotional issues. Our hope is that Changing Minds will raise awareness, teach skills, and inspire public action to address children's exposure to violence and childhood trauma. Law enforcement officers should be among those caring adults who intervene and change the course of a young person's life. Armed with this knowledge regarding violence and its effects on young minds, together we can offer a brighter, more hopeful future to our children. ♦

### Note:

<sup>1</sup>David Finkelhor et al., "Children's Exposure to Violence, Crime, and Abuse: An Update," National Survey of Children's Exposure to Violence, *Juvenile Justice Bulletin* (September 2015), <https://www.ojjdp.gov/pubs/248547.pdf> (accessed October 28, 2016).

Visit **ChangingMindsNOW.org** to learn more about this campaign or to access the toolkit. IACP members can access the Children of Arrested Parents Model Policy and the Interviewing and Interrogating Juveniles Model Policy in the members-only area of **[www.theIACP.org](http://www.theIACP.org)**.





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# From Handshakes to Hashtags:

## Using Every Communication Tool in the Law Enforcement Toolbox

*When I joined the Charlotte Police Department in Charlotte, North Carolina, 37 years ago, the department issued each officer a two-way radio to talk to a single officer or dispatcher. In July 2016, Fayetteville Police Department's "Running Man Challenge" video on community interactions and relationships had more than 1.7 million views in less than 24 hours. With the push of a button, my department can share a press release on social media, potentially reaching the 206,000 residents of our city, or tweet an update of our community activities to our thousands of followers across the globe.*

—Harold Medlock, Police Chief,  
Fayetteville Police Department

**C**ommunication is an integral part of law enforcement work. From handshakes on foot patrols to electronic profiles portraying media messages on how officers protect and serve, each communication technique assists in building community trust and developing relationships—two critical elements for policing today. Communication tools available to law enforcement have drastically expanded, and challenged, agencies' ability to reach the citizens they serve. Therefore, police chiefs and other law enforcement leaders need to educate themselves on how to use traditional and current tools effectively to engage with their communities.

### Communication Techniques: Past

Officers in the 1970s were not encouraged to interact with the public during patrol. In fact, many departments mandated rotating shifts regularly to prevent favoritism and familiarity within a neighborhood. Developing relationships in a patrol district was solely on the officers' shoulders, who often did so as a result of calls for service. However, officers who chose to be proactive could still establish relationships, most often with older citizens who lived in their neighborhoods for decades and watched their neighborhoods change from stable to fragile. Chief Harold Medlock, who served as a patrol officer then, remembers building these types of one-on-one relationships.

*I spent much of my time, when not answering calls for service, being proactive and checking on folks during patrol. As a result, community members invited me to sit with them over a glass of iced tea or into their homes for a meal. This was my informal introduction to the importance of public information exchange.*

This informal exchange of information can provide patrol officers with insight into the neighborhood and knowledge of "problem houses" or people who often contributed to the crime or disorder

**By Harold Medlock, Police Chief (Ret.), Fayetteville, North Carolina, Police Department, and Jessica Herbert, Diagnostic Specialist, U.S. Department of Justice, Office of Justice Programs, Diagnostic Center**

in the neighborhood. Armed with this information, officers were able to develop strategies to solve problems before they manifested throughout the neighborhood. In those early days, formal community watches were almost nonexistent; the true neighborhood watch patrols were those long-term residents who were concerned about negative changes and willing to share their insight with the local officers.

In the late 1980s and early 1990s, this informal communication exchange became more formal, as more and more departments embraced community policing and its philosophy as the way of doing business. Agencies began to implement ideas from George Kelling and James Wilson's "Broken Windows" and the theory of problem-oriented policing.<sup>1</sup> A key component of those policing theories was communication. The relationships and the exchange of public information with community members were pivotal for the successful implementation of a community policing strategy. To encourage this, some agencies established community policing officers. Chief Medlock recalls,

*One day, my sergeant called me in and told me I was now the district community policing officer. With no official job description to guide me, I was issued a police bicycle and a secondhand bicycle uniform and was instructed to "go do community policing." While our department had embraced the philosophy of community policing, we had much to learn about its components.*

It was the job of the designated community policing officers to build relationships with the neighborhoods within an agency's jurisdiction. Often these officers walked door-to-door, talking with citizens and leaving business cards and cellphone numbers. A new technology at the time, cellphones allowed a citizen to talk directly with an officer, rather than route the call through dispatch. Building connections and having personal interactions with people in their homes when no problems were occurring allowed officers to begin establishing trust within the community.

## Communication Techniques: Present

Today, near real-time technology (e.g., social media) has highlighted the need to have consistent, strong relationships within communities prior to critical incidents. While there are negative videos that go viral every day, it is law enforcement's job to use both new and old communication techniques to counter those negative stories with ones about officers' dedication to public service and safety.

### One Department's Approach

Fayetteville Police Department encourages its officers in the use of informal and formal techniques, old and new, to engage with youth, residents, business owners, community leaders, and the media. The agency has daily interactions with the media, and the relationships are much less formal than in previous decades. Reporters follow the department on social media and often use those channels to make inquiries or request information. Citizens also communicate with the department through various social media channels, sharing stories from their communities, reporting issues that need to be addressed, and engaging with others for resources and needs.

While these informal channels have evolved over time, Fayetteville Police Department has also formalized certain aspects of its media interactions. The agency has established weekly time slots with local radio shows that allow leaders to address law enforcement-related actions and speak directly with the public. This type of routine outreach empowers the agency to set expectations for its community and provides a way for community members to have a voice.

This year, Fayetteville Police Department launched its Open Data Portal as yet another method to increase transparency and enable open conversations with its community.<sup>2</sup> This portal allows citizens to view critical issues and data points, such as employee demographics, particular crime information and field contacts, use-of-force statistics, and community meeting information. While initially intimidating, the transparency and information sharing at

these levels have proven beneficial for both the community and the department.

### Building a Proactive Communication Strategy

When, where, and how an agency provides information to its community matter. Departments have evolved beyond a single-purpose, command staff-level public information officer (PIO) who speaks only with the media. Today, PIOs, law enforcement leaders, and line staff engage every day—in reactive and proactive circumstances—with multiple audiences. Once agencies develop a better understanding of where and how their communities prefer to communicate, they can enhance the use of these platforms (e.g., barbershops, activity centers, and social media) and engage with their communities. When law enforcement is transparent with public information and provides the entire story to the media—good, bad, or indifferent—the profession builds trust.

However, despite the attraction of the myriad communication technologies, do not let the new entirely replace the old. The evolution of technology enables law enforcement to work smarter to identify crime trends and patterns and be more strategic about its resources. However, social media and similar communication tools should not replace the informal human interaction with community residents. Officers will likely remember the first time someone thanks them for helping in a difficult situation, rather than making it worse. Officers work hard every day to solve problems and address needs—often not criminal—within their communities. These interactions and success stories are the pinnacle of building trust and community cohesion.

No matter which communication tool an agency uses with the media or to distribute public information, effective communication includes five basic principles: (1) be the source; (2) know your audience; (3) deliver a message; (4) internal and external communication have equal importance; and (5) if you make a mistake, accept responsibility for it.

**Be the source.** Agencies should take ownership of their story and get the facts out first. Use the community, the media, and

## A Communication "Quota" with Positive Outcomes

*By Harold Medlock, Police Chief, Fayetteville, North Carolina, Police Department*

As an officer in Charlotte in the 1990s, I recognized the value of building and maintaining relationships with the community. These relationships improved our ability to exchange public information and strengthened our standing with the community in ordinary moments. We quickly realized this ongoing communication also benefited us, with the community and the media, when a crisis situation occurred. Following a neighborhood "community fun day" with citizens, partners, and officers, we learned our SWAT team had conducted a drug/weapons search warrant on a home in the neighborhood. While entering the house, the SWAT team was engaged by a man who drew and pointed a weapon at them, and, as a result, one officer decided to use deadly force to protect himself and his fellow officers. The local media searched the neighborhood for folks who would be critical of the warrant service and the officer's actions. Instead, neighbors stated the officers were acting on a complaint from the residents and that the neighbors supported the department. As officers returned to the community to speak with the media about the situation, our officers found the residents had already addressed the media's questions and the neighborhood was at peace.

In the early days of my term as chief of police for the Fayetteville Police Department, which started in 2013, I brought this experience in Charlotte with me when I attended a weekend roll call to speak with the

officers. I told the officers I was giving them a "quota" for the day. While many equate quotas to traffic citations or arrests, I told the officers my quota for them that day was to meet at least 15 residents during their shift. I clarified that "meeting" did not mean talking to a resident while conducting a traffic stop or making an arrest. I challenged the officers to drive through their neighborhoods, get out of their patrol cars, and speak with community members who were engaging in daily activities such as yard work, washing a car, or sitting on their front porch. The resulting looks from the officers were truly comical. The sergeants told me after the officers had left the room that I had made a mistake, saying that no officer would be willing to do as I asked, and, if they did, the officer would likely receive a complaint from the citizen.

The following Monday, one of the sergeants reported that every officer had made several citizen contacts, and many officers were in disbelief that a citizen would actually take the time to speak with them. The sergeant reported that the officers seemed to be in as good or better moods when they finished their shift than when they began. This began the quest in our department to meet our citizens using nontraditional police encounters, and our citizens began to change their attitudes toward the officers. Inevitably, my officers became their officers. Familiarity promotes relationships, relationships build trust, and trust promotes transparency. When we, as officers of the law, seek to know and understand our communities and our people, we build relationships rooted in trust, transparency, and common goals.



technology platforms to establish individuals (PIOs, chief) or the organization as the source for accurate, timely information.

Being proactive rather than reactive in releasing information will increase communication accuracy and timeliness. “No comment” should not be a standard response. Agencies should have a strategy for providing information on the scene—rehearse on the scene by having a department member ask questions. Even in times when little information is known or a situation is evolving, personnel from a department can share an appropriate message, offer information about the process, or provide assurance that more information will be forthcoming.

In 2014, a lone Fayetteville officer was wounded by gunfire while investigating a burglary. The officer exchanged gunfire with the suspect, and the suspect retreated into a residence. Within 30 minutes of the incident, the department released a tweet informing the public of the incident, and, within one hour of the incident, it held a press conference at a nearby school. By telling its story proactively, the department was able to eliminate or reduce speculation and calm the media’s need for content during the afternoon news cycle.

**Know your audience.** An agency needs to determine the audience and tailor its communication content and delivery mechanism to that audience. For example, Fayetteville was seeing an increase in teen delinquency—perpetual misdemeanors monopolized the officers’ time, and the consequences to the juveniles had little impact on repeat behavior. However, distributing a message to the teens through media press releases would have had no impact. During a listening session with the community, a citizen suggested that Chief Medlock should go to the youth—at the high schools. As a result, the Fayetteville Police Department started a Chief’s Youth Advisory Council in one of the most challenged high schools. The effort was so successful that it has been expanded to three additional high schools, with two more to be added in 2017. “These councils allow teens to engage with us in noncrisis moments and build relationships with our officers in the role of protector, rather than enforcer,” says Chief Medlock.

**Deliver a message.** It is the message—the “why”—that makes a difference to the public, but that element is often missing in law enforcement communication. Police are historically effective at delivering facts, but learning to add a message—explaining why a law enforcement strategy or action is important and how it will benefit the community and enhance public safety—can significantly improve media relations and the effective distribution of public information.

Regardless of the medium, each internal and external communication should include a message. The message should be

the single most important piece of information for the audience to remember: the one primary takeaway. Often, it can be linked to the department’s mission, vision, or purpose. While a message in a live press conference may be different from a message in a 140-character tweet, both are important.

A good key message has six qualities. The message should be (1) easily understood; (2) truthful; (3) positive; (4) memorable; (5) targeted; and (6) supportive of the goals or mission of the organization. Word choice really matters. The Orlando Police Department’s tweet following the tragic shooting in June 2016 illustrates how including a message in law enforcement communication can have a memorable and profound impact on the reader or listener: “As investigation at #Pulse scene wraps up & activity has ceased, what’s left is profound sadness. #OrlandoUnited.”<sup>3</sup>

Police leaders and PIOs can identify basic language in advance of incidents to use as a baseline message in rapid response situations. For example, following an assault by an individual who is still at large in a popular downtown area, the department can release the general facts, and the chief can release a statement that includes a message such as, “The safety of every citizen in our community is our number one priority.”

**Internal and external communication have equal importance.** Communicating with both employees and the public allows for greater clarity of information. Employee buy-in increases when employees are aware of changes, understand the context and importance of changes, and are aware of leadership’s expectations. While it is easy to send an email to the entire department about a policy change or a new endeavor or to address an issue or rumor, nothing is better than personal interaction. For example, Chief Medlock holds a series of six to eight quarterly briefing meetings, which help eliminate rumors, address issues, build trust, and improve transparency within the Fayetteville Police Department, at hours that are conducive to when the department’s shifts work. Agencies must have internal trust and transparency if they expect employees to build trust in the community.

**If you make a mistake, accept responsibility for it.** If the organization makes a mistake, they need to admit it and explain it, instead of making excuses. When a mistake occurs, agencies should be ready to tell constituents how the mistake will be avoided in the future (e.g., through corrective action, policy change, and so on). Honest, straightforward information that is easily understood increases trust, even when a mistake has occurred.

In 2015, Fayetteville Police Department identified a horrible mistake with rape kit retention going back 15 years. The agency conducted an audit and then assembled a

press conference to take responsibility for its mistake. The organization’s honesty and transparency with public information and the media garnered trust and respect from the community and the press. If they understand why actions occur, communities will be more willing to see law enforcement actions as good or necessary.

Information is powerful. Adhering to these five principles of effective communication will help an organization communicate the *right* message to the *right* audience through the *right* channels at the *right* time. Doing so can have tremendous impact and help improve community trust.

Law enforcement agencies and leaders cannot wait until crises occur to establish these lines of communication with their community members and the media; when a crisis does take place, it will be too late. Ultimately, all relationships are built on trust, and the relationship between law enforcement and a community is no different. Developing trust with a community starts with consistent, meaningful communication—via whichever mechanism or methods chosen. The proliferation of communication tools means that excuses for not communicating regularly are no longer acceptable. Open communication provides a foundation for strengthening relationships, increasing information sharing, and improving trust in law enforcement. ♦

#### Notes:

<sup>1</sup>George L. Kelling and James Q. Wilson, “Broken Windows,” *The Atlantic* (March 1982), <http://www.theatlantic.com/magazine/archive/1982/03/broken-windows/304465> (accessed October 26, 2016).

<sup>2</sup>City of Fayetteville, North Carolina, Open Data Portal, <http://data.fayettevillenc.gov> (accessed October 26, 2016).

<sup>3</sup>Orlando Police Department, “As investigation at #Pulse ...,” 5:51 a.m. June 21, 2016, tweet, [https://twitter.com/orlando\\_police/status/745237751851790337](https://twitter.com/orlando_police/status/745237751851790337) (accessed October 26, 2016).

The OJP Diagnostic Center provides customized technical assistance to help state, county, city, and tribal communities identify and confront persistent, systemic public safety challenges. In addition to addressing a particular public safety concern, engagement with the Diagnostic Center is intended to build the community’s capacity to act independently and use data to make future policy and programming decisions. For more information on the Fayetteville Police Department’s work with the Diagnostic Center, visit [www.ojpdagnosticcenter.org](http://www.ojpdagnosticcenter.org).



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# Bringing Social Media Strategy into the 21st Century

By Chris Hsiung, Captain, Mountain View, California, Police Department

The third pillar of the *Final Report of the President's Task Force on 21st Century Policing* calls out technology and social media as means to "give police departments an opportunity to fully engage and educate communities in a dialogue about their expectations for transparency, accountability, and privacy."<sup>1</sup> The rapid mass adoption of smartphones around the globe has changed the way people interact with each other, how they get their news, and how the public interacts with law enforcement. Many police departments, in turn, have responded in the last few years by creating an online presence on a variety of popular digital platforms. If used effectively, social media can be a tremendous tool not only to engage with communities, but to serve as a crucial messaging tool during crises. The problem, however, is efficacy.

IACP's 2015 Social Media Survey revealed that 96.4 percent of responding agencies used social media in some capacity. However, in that same survey, 88.7 percent of the respondents indicated that the most common use of social media was for criminal investigations. How departments use their social media platforms matter.<sup>2</sup> Simply having a presence on social media

does not equate to effective engagement with the community. It is no different than having a uniformed officer standing on the street corner who only gives directions but doesn't talk or engage with the community. For that officer to make an impact, he or she needs to be personable and professional and build a connection with the community. The same can be said of departments' social media accounts. To fully engage and educate communities about transparency, accountability, and privacy (as the President's Task Force on 21st Century Policing report recommends), social media cannot be seen as a simple tool for investigations or a digital bullhorn to announce community outreach programs. Rather, its importance needs to be driven from the top down, and it needs to have support from the bottom up. Practically speaking, this requires an organizational mind-set where the police chief and command staff are committed to using digital platforms as a means to converse with communities. Likewise, line-level staff needs to understand and support departmental efforts to create stories and content that will resonate with the community and help demystify the difficult job the officers do.

## Self-Assessment of Social Strategy

Police departments that use social media fall into two camps—those that engage in two-way conversations on social media and those that use it only as a one-way push of information. The first approach promotes organic engagement, transparency, and trust-building with the community; the second alienates residents and does nothing to build community ties. Imagine how frustrating it is for a resident to comment on a page or ask a question, only to have it ignored. A quick scan of a successful departmental Facebook page will show a multitude of interactions and comments on posts from the community, as well as the department writing back with a professional and human voice and tone. This holds true for both good *and* bad news. A lackluster social media presence is easy to spot as well. Unsuccessful social media posts have few to no "likes," interactions, or comments, and there's almost no participation from the department. Police chiefs would be wise to take a look at their own department's social media accounts to determine into which camp their department falls—because the public already knows. Having an account on

every major social media platform does not equate to being effective in building trust and engagement with the community.

Why is this important? One has to realize that the standard of customer service expected by the community is set by their own interactions with the private sector online. In the digital economy, people prefer to interact with their favorite (or least favorite) brands through their mobile phones or tablets. The private sector knows this and has gone to great strides in recent years to optimize a customer's experience to include the most information possible in the fewest number of "clicks."

### Case Study: Southwest Airlines Social Command Center

The author was once trying to fly from San Diego to San Jose, California, on Southwest Airlines, but, after three flight cancellations, things were looking grim. The line to speak with the gate agent stretched down the terminal, and, judging from the looks of the people being helped, none of them were getting the resolutions (or answers) they wanted. As an experiment, the author decided to tweet at Southwest Airlines to ask them about the delay and any possible resolution. Within 10 minutes, he got a response back from the airline's social command center asking for his flight information. After providing it, the

airline responded with another answer and an explanation, estimated time for the next flight take off, and a travel credit voucher for being inconvenienced.

Southwest Airlines' social command center is tasked with providing support whenever Southwest is flying and answering customer online queries within 15 minutes. In addition to listening and responding, the social business team proactively develops engaging content to generate conversation.<sup>3</sup>

Granted, very few law enforcement agencies have the resources and personnel to staff a "listening center," but there are a few key takeaways from which everyone can learn. In the Southwest Airlines example, the listening center staff are empowered to solve problems, not just to listen to them. Imagine a customer's experience if Southwest Airlines "listened" to a complaint online, but then referred the customer to a website to fill out a form to make a complaint or to file a claim for a travel voucher. That type of approach takes a negative experience (e.g., a flight delay) and then makes it worse by forcing the customer to jump through more hoops, instead of providing a resolution to the initial complaint. This is often the experience of residents trying to seek resolution from police departments online. More often than not, the residents are referred to a city website or online

reporting form. At times, this may be the only option. However, many queries that police departments get on social platforms can be answered and addressed—if there is someone listening. To be effective, social media managers for police departments need to possess the authority to resolve issues and the tools to solve problems.

Government, on the whole, still lags behind in this regard, often serving up shrunken versions of department webpages or outdated information, which is buried three to four page "clicks" deep.

### Staffing

There are many challenges to maintaining an effective digital online presence. Platforms are constantly changing and understanding which platforms reach which segments of the community can be a daunting, ever-changing task. In addition, having the proper department voice and tone can mean the difference between building trust and creating distance. Therefore, a full-time or dedicated social media coordinator is the best-case scenario for staffing the department's communication across digital platforms. This person needs to be well-versed in the technical nuances of digital media, to understand social trends and humor; to be plugged into all department operations, to have the ability to speak "digital," and to



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<b>May</b>	Officer Safety and Wellness
<b>June</b>	Innovations in Policing
<b>July</b>	Crime Control Strategies
<b>August</b>	Risk Management
<b>September</b>	Global Security
<b>October</b>	Policing 2037
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have the trust of the chief and command staff to speak on their behalf.

Unfortunately, most police departments don't have the luxury of having a full-time, dedicated position for social media, so staffing it as a collateral assignment is often the only option. Departments in these situations need to understand that it's better to be great (and engaging) on a few digital platforms as opposed to being mediocre on many. Also, if social media management responsibilities are shared among a number of officers or staff, it's very important to have a consistent sounding voice for the department, regardless of who is manning the channels at any given time.

If the thought of devoting limited staff resources to social media makes one cringe, consider this: what was the law enforcement landscape like when the community policing philosophy first entered the scene decades ago? At the time, departments redirected officers, staffing, and resources to community policing teams and units. The big push was to form community partnerships and solve problems together. If this sounds familiar, it's exactly what social media platforms offer: an opportunity to engage in an online community so that partnerships can be formed and issues can be solved in minutes, not days or weeks. Granted, nothing will ever replace face-to-face contact. Social media does not replace real-life contacts, but no one can deny the influences social platforms and mobile technology have on most people's day-to-day interactions. In an era when public distrust of law enforcement is arguably at an all-time high, the opportunity for a law enforcement agency to use digital platforms to highlight transparency and build community trust should not be ignored. Put in this light, the argument for full-time staffing makes a lot more sense.

For example, the Mountain View, California, Police Department has 95 sworn officers and serves a diverse community of approximately 75,000 residents in the San Francisco Bay Area. In 2013, the agency converted a full-time, non-sworn PIO position to a social media manager position that included PIO and community engagement duties. The dedicated position to manage social media had a huge impact on growing an online community of residents who have come to trust and appreciate the openness and transparency of the department.

### Engagement: Going Beyond Comments

Responding to online comments is an absolute cornerstone to a vibrant and effective social media strategy. But, for social strategy, that's just the start. As mentioned in the Southwest Airlines case study, the social team at the airline not only responds to comments, but it also develops social media content to engage customers and

generate conversation.<sup>4</sup> A robust social strategy allows a police department to create engaging content. When this happens, the police department writes and controls the narrative. In community policing parlance, it's being proactive in identifying potential problems and addressing them online by creating a series of stories and posts around problem topics important to the community. These posts generate discussion online, which further facilitates dialogue between the department and the people asking questions. In addition to those who engage in conversation, there are many community members who might not be commenting, but are surely reading and watching these conversations take place.

The Jefferson County, Colorado, Sheriff's Office has a very active social media presence on Twitter, Instagram, Facebook, and Snapchat. Their digital communications manager, Dionne Waugh, is well known in law enforcement social media circles for her progressive use of digital platforms to create great content that encourages positive engagement with their followers. As one example, the recruit experience in the police academy serves as the backdrop for a number of social media posts that takes followers on a photo and video journey spanning many weeks, introducing them to the men and women who will eventually hit the streets to protect the community.

Over time, this approach to social media makes numerous deposits into the "bank" of community trust and generates "social currency." A department's social currency balance becomes vital when negative events take place or when prolific negative commenters (otherwise known as trolls) feel the need to sabotage the comments section of a department's posts. It's at these times that community members will often rise up and defend a police department and its actions—if the organization has built up social currency by engaging with its community.

Keep in mind, however, that negative comments are not necessarily a bad thing. Trolls and their comments aside (ignoring them is usually the best advice), most people who post negative comments on police department social media sites are blowing off steam. Even more important, most don't expect to hear back. So, writing those people back with options for resolution (e.g., "We're sorry you had that experience, please call us at \_\_\_ so we can learn more") shows that a police department has nothing to hide, takes complaints seriously, and is open and transparent. According to Jay Baer, a well-known social media customer service expert, answering customer complaints online increases advocacy for an organization. The inverse is true as well; ignoring complaints online will

greatly increase hostility and ill-will toward an organization.<sup>5</sup> Said another way, each negative comment is an opportunity for a police department to show professionalism, transparency, and integrity. It's not just the complainer who is reading a department's response. In fact, the entire world is potentially watching and listening to how a department responds. These opportunities to build and sow trust should not be overlooked.

### Conclusion

These are trying times for law enforcement. The media and special interest groups have long had the upper hand in controlling the narrative of a story. Now, that can change. Social media levels the playing field and allows departments equal access to the masses. Even more so, it gives departments an opportunity to dispel rumors, broadcast factual information, and build a loyal online community. To do this successfully, departments must invest the time, personnel, and resources into a robust social media strategy; one that prioritizes genuine dialogue so community trust can be fostered and flourished. ♦

#### Notes:

<sup>1</sup>President's Task Force on 21st Century Policing, *Final Report of the President's Task Force on 21st Century Policing* (Washington, D.C.: The Office of Community Oriented Policing Services, 2015), 2, [https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf) (accessed October 27, 2016).

<sup>2</sup>IACP Center for Social Media, "International Association of Chiefs of Police 2015 Social Media Survey Results," <http://www.iacpsocialmedia.org> (accessed August 30, 2016).

<sup>3</sup>Laurie Shook, "Listening with Heart: Southwest Airlines Social Command Center Tour," Social Media Dallas, March 8, 2016, <https://www.smdallas.org/2016/03/08/listening-with-heart-southwest-airlines-social-command-center-tour> (accessed August 30, 2016).

<sup>4</sup>Ibid.

<sup>5</sup>Jay Baer, *Hug Your Haters: How to Embrace Complaints and Keep Your Customers* (Portfolio, 2016).



Visit IACP's Center for Social Media ([www.IACPsocialmedia.org](http://www.IACPsocialmedia.org)) for information, resources, tutorials, and more—all related to law enforcement's use of social media.

# ELIMINATE THE MIDDLEMAN: Telling the Agency's Own Story with SOCIAL MEDIA

By Karly Kehres, Public Relations Specialist,  
Pinellas County, Florida, Sheriff's Office

In a culture of cellphone videos and body cameras, the public sees the world through a small lens—the angle of which is historically, dictated by the media. Researchers have often argued that factors like “newsworthiness” norms, limited newsgathering resources, and “copycat propensities” among journalists and publications contribute to the establishment of a single national media agenda.<sup>1</sup>

However, people no longer rely solely on newspapers and television news outlets for current event information. From pop culture news like the death of Whitney Houston and the British royal wedding announcement to U.S.-wide or worldwide news like the Hudson River plane crash and the Boston Marathon bombing, news is more and more frequently breaking via social media.<sup>2</sup> In fact, due to social media's vast audience, immediacy, and accessibility, more than 50 percent of people in the United States have learned of breaking news from social media rather than official news sources. A majority of U.S. adults (62 percent) turn to social media for news, with 18 percent doing so often.<sup>3</sup>

The emergence of social media as a major news outlet, however, is accompanied by the emergence of a band of citizen journalists who aren't held to the same standard of proof as professional journalists, nor are they as concerned with their journalistic integrity as they are with their personal agendas or the number of likes, comments, and shares their posts receive.

The dangers this trend poses to law enforcement are extreme. Social media's anonymity and encouragement of discussion can engender a type of mob mentality that, paired with law enforcement's intriguing and communal nature, opens the industry

to public attacks on individuals' and agencies' credibility. These attacks are often based on ill-informed personal opinions or quickly spread erroneous information.<sup>4</sup>

Thankfully, social media is as easily accessible to law enforcement as it is to news outlets and the general population.

While 82 percent of local law enforcement agencies effectively utilize social media for investigative purposes, its advantages extend beyond gathering evidence.<sup>5</sup> Through social media, law enforcement agencies can effectively disseminate urgent, accurate information more quickly than through traditional methods, eradicate media skew and popular erroneous information, and distribute important notifications or promotional material to both broad and targeted audiences, essentially becoming the go-to news source for all agency- or law enforcement-related news.

## Advantages of Social Media for Law Enforcement

*Disseminate urgent, accurate information more quickly than through traditional methods.*

By nature, law enforcement news is often urgent. Alerting people to traffic crashes to avoid, calling for their assistance in locating a missing person, or cautioning them that a dangerous criminal is in their area is information that simply cannot be delayed.

However, traditionally, when something of importance occurs, law enforcement public information officers gather the pertinent, shareable facts and disseminate them to the news media via press releases or press conferences. By the time media members sift through the information for “newsworthy” tidbits and capture supplemental video

footage, photographs, and other materials, hours might have passed with the average citizen remaining completely oblivious. Today, law enforcement agencies can cut out the middleman by using social media, thus decreasing the time lapse between an event and the public's awareness of it. Getting the word out in an emergency is considered one of the most beneficial uses of maintaining a law enforcement agency Facebook or Twitter page.<sup>6</sup>

Live-tweeting on Twitter is a quick, efficient method for distributing pertinent, timely facts without excessive detail or an unnecessary news angle. Some instances require only a single notification and follow-up tweet: “Northbound Main St. closed due to an accident at 1st St.” “Main St. re-opened.” Likewise, agencies can tweet during more elaborate cases at each stage of a public information officer's involvement, from the moment he or she receives notice of an incident, to facts, locations, causes of public concern, and the final case closure as the information trickles in. Not only does this accomplish officers' promise to protect and serve with efficient warning of potential danger, but it also demonstrates transparency to the public and empowers citizens to be involved in the crime-fighting process.<sup>7</sup>

When a situation calls for more than a few 140-character text updates, live-streaming applications, like Facebook Live and Periscope for Twitter, allow any agency member with a smartphone, tablet, or webcam to broadcast full press conferences in real time—allowing community members to receive the information as directly as news organizations do. The applications enable press conferences to become more interactive, allowing viewers to share their reactions and comments and ask questions, to



# Global Social Network Users: 2010–2020

**Source:** Statista, “Number of social network users worldwide from 2010 to 2020,”

<http://www.statista.com/statistics/278414/number-of-worldwide-social-network-users> (accessed August 11, 2016).

which agencies can respond and monitor to learn the type of information the community desires and ensure even faster answers in future similar instances.

## *Eradicate media skew and popular erroneous information.*

Whether through unintentional bias, hasty misinformation, or purposeful self-serving material skew, the voice of truth in a given situation is often so quiet that it needs social media’s megaphone to be heard.

Because the pressure to keep up with the immediacy of social media can result in less fact-checking and more errors, 49.1 percent of people have heard breaking news on social media that turned out to be false.<sup>8</sup>

However, by joining the conversation through social media, law enforcement agencies can combat misconceptions, fallacies, or rumors relying on nothing more than the strength of their Wi-Fi.

Despite the inundation of information coming from sources of all kinds, tweets from official accounts, such as governmental agencies, can slow the spread of rumors on Twitter and correct misinformation, regardless of how many times it has been tweeted and retweeted.<sup>9</sup>

Law enforcement can also use Facebook and Twitter to tell the full story when a misconception is less the result of an over-eagerness to inform than a desire to contrive an intriguing news angle that will hook the media’s audience.

After multiple such instances in Duval County, Florida, Jacksonville Sheriff’s Office public information officers started to monitor local news outlets’ social media posts for false information about the agency or its cases. When they detect a falsehood, they comment on the post with a correction, so

the same people who saw the inaccuracy now have access to the correction.<sup>10</sup>

Instead of correction on another entity’s social media profile, agencies can eradicate rumors by driving users to their own page by utilizing the previously discussed Facebook Live and Periscope on Twitter to livestream press conferences. This ensures the public is provided the same, complete account that members of the media receive, and they can refer back to it as necessary to clear up any confusion.

In April 2016, the Pinellas County, Florida, Sheriff’s Office was trending on Facebook—the network abuzz with outraged posts linking to various news reports regarding three juveniles who had stolen a vehicle and, while fleeing from deputies, accidentally drove it into a murky, unnavigable pond, where they drowned.<sup>11</sup>

Despite being told that responding deputies had entered the water in an attempt to rescue the juveniles and receiving dash camera footage proving so, media outlets shared only the footage of deputies on the perimeter, perpetuating the, albeit “newsy,” falsehood that the deputies had made no attempt to rescue the drowning juveniles.

In response, Pinellas County Sheriff’s Office public information officers posted on Facebook and Twitter the footage of deputies stripped down to wet undershirts and carrying their boots that the media neglected to share, along with a clip of Pinellas County Sheriff Bob Gualtieri’s passionate defense of his deputies and reprimand of the media for irresponsible reporting, which spontaneously took place during the Facebook Live recording of an unrelated press conference.<sup>12</sup>

The shift was immediate. The Pinellas County Sheriff’s Office continued to trend

on Facebook through the next few days, but instead of anger and disdain, posts expressed gratitude for the full story, appreciation for the sheriff’s loyalty to his deputies, and even some apologies from users who had jumped to false conclusions at the media’s original account.

## *Distribute important notifications or promotional materials to both broad and targeted audiences.*

With approximately 2 billion Internet users on social networks worldwide as of April 2016—1.59 billion active monthly users on Facebook and 320 million users on Twitter alone—with the right strategy, the information law enforcement agencies post has the potential to transcend the geographical, political, and economic borders that hinder traditional media outlets.<sup>13</sup>

Likewise, social media reaches the younger generation that television news and print publications continuously struggle to reach. Only 39 percent of respondents in a 2015 Media Insight Project survey of 1,046 Americans between the ages of 18 and 34 said they actively seek out news. However, 60 percent of respondents said they “bump into” that type of content as they do other things on Facebook and other websites.<sup>14</sup>

The key is to know how to “bump into” more users, which is where collaboration, targeting, and advertisement come into play. A law enforcement agency can enable its content to reach social media users outside of those who follow its agency account by tapping into audiences of its collaborators—fellow law enforcement agencies, community partners, news organizations, and so forth.

By tagging the co-sponsoring organization or the venue of an event an agency



wants to promote through social media postings on Facebook, the post reaches not only the agency's followers, but also the tagged entity's followers. Instead of generating a new Facebook post, law enforcement agencies can also recycle collaborators' content by sharing it on their own pages. Similarly, law enforcement can tweet about or @mention collaborators and "like" or retweet their posts for greater social reach. Whether the post is an important story published by a local news organization or a flier for a cosponsored event, sharing and tagging are surefire ways to increase the size and breadth of the audience.

Although tapping into collaborators' audiences through tagging and sharing can reach users outside of an agency's following, the actual number of Facebook or Twitter users to whom posts are served is based on various social media algorithms that take into consideration factors like relevance in lieu of simple chronology.<sup>15</sup>

Although the intricacies of each social media algorithm are constantly changing, the level of engagement—likes, reactions, comments, and shares on Facebook; retweets and likes on Twitter—and the performance of a post or tweet among users who have already viewed it, contribute to the post's "relevance."<sup>16</sup>

Thus, when law enforcement agencies utilize social media pages for self- or event-promotion purposes, it is important that posts are geared toward reaching not only large audiences, but also pertinent audiences.

On Facebook, this can be achieved through targeted posts. Without a charge, users can select the followers to whom they want their posts served based on their age range, gender, location, language, and "interests," meaning "people who have expressed an interest in or like pages related to" customizable topics.<sup>17</sup> Topics can be individually entered or selected from a list that includes broad options like entertainment, sports and outdoors, technology, and others, which are also broken down into subcategories.

For example, law enforcement agencies can select ages 50 and older to receive a post about an upcoming elderly scam awareness seminar; people who live in specific cities affected by a new ordinance; or people who have expressed an interest in "running," "races," "5Ks," and so on for an agency-sponsored race.

Not only do these publicity options reach a more focused audience at no cost, they also are significantly less expensive than traditional television commercials and print advertisement slots.

However, as social media's influence has increased, agencies may choose to allocate part of their advertising budgets to paid advertisements on Facebook or Twitter. In fact, spending on digital advertising, including social media marketing, is expected to surpass television ad spending for the first time in 2017.<sup>18</sup>

Whether the information is intended for event promotion, a seasonal public service announcement video, or a new crime tip hotline, Facebook and Twitter both offer paid advertising options that can more assuredly target certain audiences than traditional paid advertising through radio, television, and print newspapers or magazines.

In summary, when harnessed and strategically implemented, the same rapidity and accessibility that make social media such a dangerous public relations liability also make it an invaluable law enforcement tool.

By eliminating the need for a media outlet to serve as a middleman in disseminating vital information—be it for public or personal benefit—social media has effectively shifted public information officers' voices from the background to the foreground. Active participation in the social networking sphere is not only an additional public service, dispersing important information, safety messages, and cautionary alerts, but it is also a necessity for law enforcement agencies to remain part of the community's conversation, communicating in a shared language, and patrolling it as they do the streets. ♦

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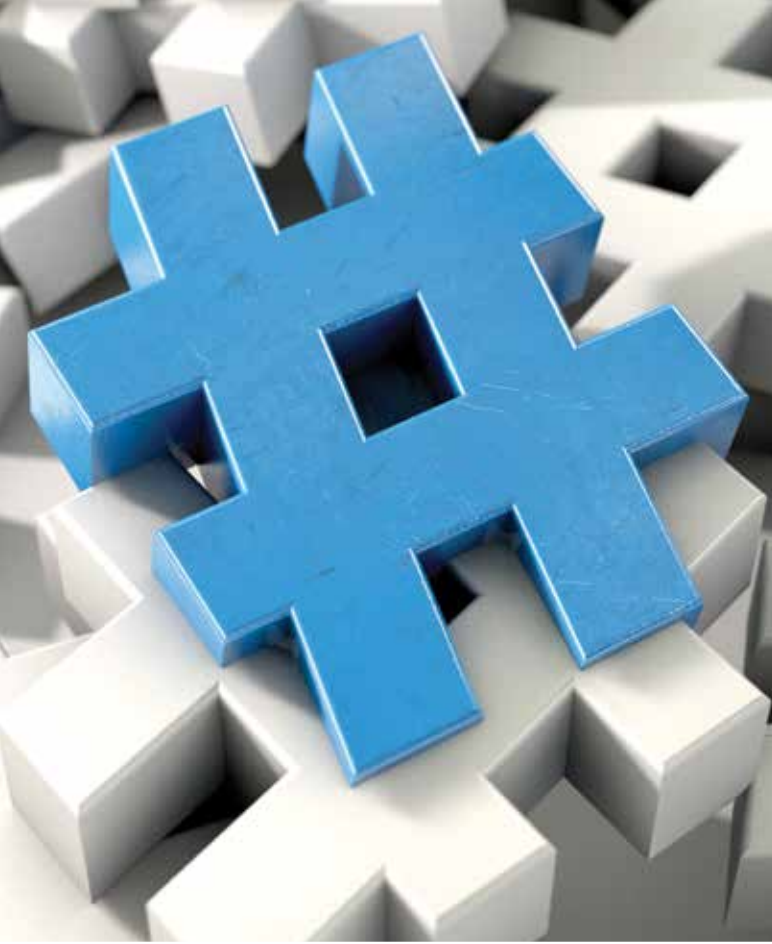
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# Retweets and Robert Peel: How to Take Community Policing Online with Twitter

By Jonah Spangenthal-Lee, Senior Communications Manager, Seattle, Washington, Police Department; Sean Whitcomb, Sergeant, Public Affairs Director, Seattle Police Department; and Shanna Christie, Art Director, Seattle Police Department

*If Sir Robert Peel were alive today, he'd probably be a Twitter power user.*

**A**lmost two centuries ago, Sir Robert Peel and the newly formed London Metropolitan Police force—then struggling to find validation in the eyes of a trepidatious citizenry—issued general orders to officers, providing a framework for establishing their own legitimacy. To this day, the themes found in those orders remain the foundation of modern community policing: the importance of equity in service, the dual roles of officers as guardians and members of the community, and the acknowledgement that authority comes not from a badge or an oath, but from the citizenry.

The concept of struggling for validation is, unfortunately, just as relevant for modern police agencies as it was for Sir Peel and the Metropolitan Police Force in 1829.

A recent Pew Research Center poll showed a significant racial divide between U.S. residents over the fairness and equitability of law enforcement.<sup>1</sup> Similarly, a survey by the University of Chicago and Associated Press found that African Americans and Latinos expressed a serious lack of faith in the criminal justice system and stated they or someone they knew had experienced harassment or violence at the hands of police.<sup>2</sup>

Police departments across the United States are already rushing to adopt new training methods and strategies to address these increasingly complex community perceptions and expectations, but tensions remain.

There is good news, however, as law enforcement works to bridge these gaps. The age of social and digital media has provided police agencies with a means of interacting with a wide swath of the public—including groups traditionally underrepresented in government—to enhance service, build relationships, and address systemic failures. Most notable among these new tools is Twitter, the ubiquitous ephemeral social media service, which, as it turns out, is perfectly suited to carrying Sir Peel's principles into 21st-century policing.



On an overcast morning in May 2012, a 40-year-old man walked into a Seattle, Washington, coffee shop and opened fire, killing four patrons. He fled and vanished in the surrounding neighborhood.

Six minutes into the incident, members of the Seattle Police Department's (SPD's) public affairs team—a hybrid of sworn officers and civilian staff—issued a warning to the public via Twitter that the suspect was at large.

Patrol officers and SWAT teams began a house-to-house search and, later, a citywide manhunt for the suspect. Over the next five hours, the suspect would gun down a woman in a parking lot, flee in her car, and later turn his own gun on himself when approached by officers.<sup>3</sup>

Throughout the five-hour ordeal, the SPD's Twitter feed, @SeattlePD, effectively became a breaking news chyron. By the end of the day, the public affairs unit had sent 33 dispatches through

Twitter, providing the public with real-time updates on the unfolding investigation, information about the victims' medical status, a call for assistance in locating the suspect, and the announcement of the sudden resolution of the incident.

Twitter's power as an instantaneous signal-booster was revelatory. In a world without Twitter, that information would have trickled out of the department through sporadic press conferences, leaks, and repetitive conversations with newsroom assignment desks, adding a layer of filtration and potential misrepresentation between the source of the information—the police department—and the public.



Since coming under a U.S. Department of Justice Consent Decree in 2012, the SPD has worked to restore its relationship with the community it serves, largely guided by the same principles laid forth by Sir Peel.<sup>4</sup> The department trains its officers to be guardians, rather than warriors; develops micro-community policing plans in partnership with each of the more than 50 neighborhoods that make up Seattle; and focuses a great many resources on building community relationships with stakeholders and historically under-represented groups to ensure constitutional and equitable service throughout the city.

The department has found that strong bonds can be built when communities have direct and near-instant access to information about the many nuances and difficulties of police work and are able to feel involved in the public process of public safety service.

For the past four years, on the first of May, the SPD has found itself drawn into an annual anarchist demonstration against police and capitalism. The gathering of black-clad and masked protestors has, on numerous occasions, led to property damage and injuries to officers and members of the public. These demonstrations occur without warning and without a predetermined timeline or route. With each passing year, the department has honed and evolved officer tactics for maintaining order and the safety of the public and police at these events.

Through Twitter, the department has positioned itself as a direct source of information during these May 1 events, allowing SPD to provide the public with the police perspective on the developing tone of a demonstration event, real-time information about a march's direction of travel and impacts on city residents and commuters, and the tactics used by lawless demonstrators to damage property or injure officers. No detail or question from the public—if relevant to the events and un-impactful to SPD's overall tactical strategy—is too small to address in a tweet.

As these May 1 events evolve, or rather devolve, into mayhem and public destruction, the public has a thorough timeline of what has occurred throughout the evening. By memorializing significant moments during the event on Twitter, the department is providing a transparent explanation for police tactics and the direct cause and effect between unlawful acts, violence, and proportional use of force.

When the public can turn to their department for insight about a major event with citywide impacts, they respond in-kind on Twitter, showing their support and approval for officers' efforts to maintain order through retweets, "favorites," and their own messages of appreciation.

This same sharing of sentiment occurs on a similar, albeit much smaller scale, on a daily basis on Twitter. For each tweet a police agency sends about a traffic collision impacting the evening commute, a dangerous animal on the loose, or a missing child or medically vulnerable older adult, the public will boost the signal of the message via "retweets" and "favorites," but also share a collective sigh of relief—and a cavalcade of thanks and well wishes—when an incident resolves.<sup>5</sup>

With these Twitter interactions—as well as numerous relevant, timely communiqués—the SPD has brought its community policing efforts to the digital realm. The department's tweets now appear in front of more than 3 million Twitter users every month and direct hundreds of thousands of Twitter users to information about SPD and City of Seattle services and the SPD news site, The Blotter.

With each 140-character tweet, the department is building relationships; breaking its own news; responding to public and media inquiries; and, most important, building community trust by providing the public with a means to reach out to engage with their police department beyond 9-1-1.



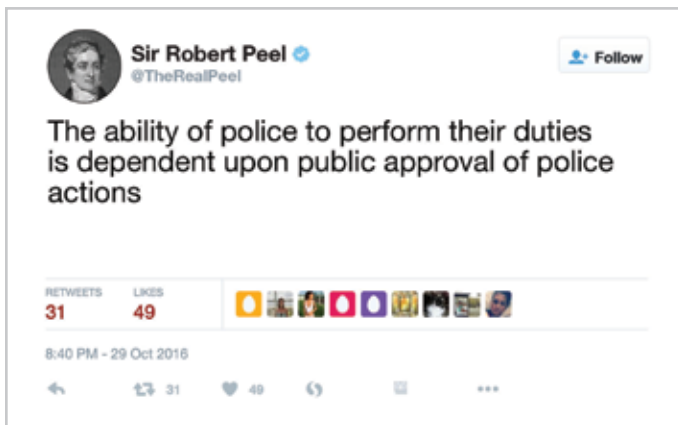
Twelve words and a picture was all it took for a Seattle woman to garner international headlines in October 2014. "This dude groped me in Seattle yesterday," she tweeted. "Cops didn't want the pic."<sup>6</sup>

Indeed, a lack of investigative initiative on the part of an officer, who had failed to obtain the woman's picture of the suspect, left the victim of a sexually motivated assault feeling underserved and let down by police. The woman's tweet spread quickly through Twitter and kicked off its own crowd-sourced investigation.

The public affairs team quickly became aware of the woman's complaint via Twitter and alerted detectives, who quickly recognized the suspect to be an unregistered sex offender. With this information in hand, SPD reached out to the woman via Twitter and assured her and everyone else watching the saga unfold that the matter was being taken seriously and that investigators would be following up with her. The suspect was arrested and booked into jail the following day.

Through its use of Twitter, the SPD public affairs team has become a digital canary in a coal mine. A significant issue, which might first have come to the department's attention through the news media, will now more frequently arise first on social media. More often than not, the medium is Twitter, likely the result of the department's highly visible and highly accessible presence on the platform, which now boasts a quarter million followers. The department Twitter feed is monitored around the clock by public affairs staff.





"Hey @SeattlePD," an Emerald City Comic Convention attendee tweeted at the Seattle Police Department in March 2013. "I think the mounted patrol monitoring the ComicCon line is a bit of overkill, no?"

The response: "They're just there to keep an eye on things. But you can just pretend they're centaur cosplayers, if you prefer."<sup>7</sup>

It's highly unlikely Sir Peel had this sort of exchange in mind when he wrote "the police are the public and the public are the police," but one of the simple beauties of Twitter is that every tweet is an opportunity to engage.<sup>8</sup> Members of the public should know that members of their police department share some common interests—be they comic conventions and mythological beasts, sports, movies, or other cultural events.

Yes, communities want to see officers playing basketball with children or attending barbecues, but the humanizing effects of seeing a police department tweeting a *Simpsons* quote or hometown hero's Grammy Awards snub should not be underestimated.

The fundamental concepts of policing in the digital age are not so dissimilar than those in early 19th-century England. The modern experiences of adapting to smartphones and body cameras are not all that different from London Metropolitan Police's transition from quills to new, modern "dip pens."

The technology associated with how police services are delivered may change, but law enforcement's partnerships and commitments to serving their communities remain constant.

In this regard, the use of Twitter and other social channels to advance shared public safety goals is less avant-garde than some might think. Social media merely becomes a means to the end, a publicly available digital space for people to share—and receive—information.

In the fiercely competitive world of mainstream journalism, from international media conglomerations to family-owned community newspapers, the news industry continues to iterate on digital strategies that rely in part on social media tools as a means to remain profitable and relevant in an increasingly Internet-dependent society. According to a recent Pew Research Center study, 62 percent of U.S. residents today receive their news via social media channels, compared to 49 percent in 2012.<sup>9</sup> It would be fair to say that the trend of socially shared, Internet-based news does not appear to reversing course anytime soon.

Even while news gathering and sharing marches on toward an increasingly uniform digital trajectory, it is heartening to police professionals that the end-users remain a diverse reflection of the communities they serve. Another recent Pew Research Center study found that, among Internet users, Twitter is used more by those who identify as black or Hispanic than those who identify as white.<sup>10</sup>

With the proliferation of Black Lives Matter demonstrations in cities large and small all across the United States, enhanced efforts to bridge racial divides have become de rigueur. From police activists leagues focused on communities of color to the Boston Police

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Department ice cream truck dispensing cool treats and goodwill to neighborhood children, U.S. police are working to restore trust and strengthen relationships.

A thoughtful social media strategy, built on engagement and transparency, can be a powerful amplifier for these community relations initiatives. Uniformed officers teaching kids to play chess or handing out stickers or sweets have inherent value, but capturing and sharing that moment in time to the ever-growing digital audience is priceless. Law enforcement knows too well how quickly negative police encounters spread across the Internet, but the same correlation holds true for positive stories. Whether rescuing people or pets or simply buying an impoverished person something that he or she needs, these feats of heroism or heartfelt acts of generosity are just as much a part of law enforcement's digital reputation as are allegations of police brutality or harassment.

Accepting these tenets is a first step forward to becoming an active and contributing member in the ongoing digital conversation about modern policing. The same conversation, much to the chagrin of those less inclined to integrate social media into their department protocols, has been under way for years.

Sir Robert Peel once mused, "public opinion is a compound of folly, weakness, prejudice, wrong feeling, right feeling, obstinacy, and newspaper paragraphs."<sup>11</sup> In today's world, Sir Peel might amend this definition to include "tweets" and "likes." ♦

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<sup>7</sup>Seattle Police Department, "@darli they're just there..." 6:03 p.m. March 1, 2013, tweet, <https://twitter.com/SeattlePD/status/307627150763229185> (accessed October 28, 2016).

<sup>8</sup>"Sir Robert Peel's Nine Principles of Policing," *New York Times*, April 15, 2014, [http://www.nytimes.com/2014/04/16/nyregion/sir-robert-peels-nine-principles-of-policing.html?\\_r=0](http://www.nytimes.com/2014/04/16/nyregion/sir-robert-peels-nine-principles-of-policing.html?_r=0) (accessed October 28, 2016).

<sup>9</sup>Jeffrey Gottfried and Elisa Shearer, "News Use Across Social Media Platforms 2016," Pew Research Center, May 26, 2016, <http://www.journalism.org/2016/05/26/news-use-across-social-media-platforms-2016> (accessed October 28, 2016).

<sup>10</sup>Maeve Duggan, *The Demographics of Social Media Users* (Pew Research Center, August 19, 2015), <http://www.pewinternet.org/2015/08/19/the-demographics-of-social-media-users> (accessed October 28, 2016).



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By Penny Mateck, Community Affairs Coordinator, Cook County, Illinois, Sheriff's Police Department

# PIO "Jump Teams"

## Cross-Jurisdictional Crisis Support

*Thursday evening during a protest march in Dallas, Texas*

*A presidential nomination convention in Tampa, Florida*

*Midnight in a Colorado movie theater*

**A**lthough it often remains largely unknown when the next critical incident will arise, law enforcement is expected to be on an even higher state of alert and readiness at all times than ever before: better prepared, better focused, and more flexible in order to effectively respond to any call at any hour, on any day, and at any place. Previously, that readiness requirement was primarily for the usual first responders: patrol officers, SWAT teams, detectives, evidence technicians, and 9-1-1 dispatchers.

However, that was prior to the explosion of social media and the growth of cable news channels and online news sites, during a time when television news ended for the day just minutes before the late night talk show monologues began and newspaper

copy was "put to bed" by 11 p.m. so printing deadlines could be met in time for the morning delivery trucks.

But now, as media coverage has evolved into a 24/7/365 operation, and constant, sometimes insatiable requests from reporters for news, tidbits, breaking stories, and exclusives have become the norm, there is an addition to that the group that also must be better prepared and ready to go at any time: the public information officer (PIO).

### The Necessity of a PIO

There may have been a time in the past when the chief or an on-duty street supervisor could handle routine media calls that came once or twice a week from the local newspaper trying to find out about damage to a slew of mailboxes in one neighborhood or the fender bender that occurred downtown. However, today's news media is much more sophisticated and advanced, so the approaches of members of the media to covering stories and the quick ways they can turn them around from interview to airtime

show that they, too, are being asked to do more with less, and make it just as good, if not better, in the process.

A dedicated PIO takes the communications workload off command staff members who have more than their share to juggle. Having a PIO, sworn or civilian, allows an agency to have a person specifically dedicated to telling its story—controlling the message, providing visuals, arranging ride-alongs or other access, and creating a positive working relationship with the media that can reap many rewards when a critical incident occurs. But, since agencies may have only one PIO or, in bigger agencies, a small team, all the good will built up with the media in a department's day-to-day dealings with them could be in jeopardy if a critical incident occurs in the community and the tidal wave of media requests leaves the PIO or press office team swamped and feeling like they will never be able to come up for air.

### PIOs in a Task Force Environment

For many years, detectives have participated in joint investigative task forces, assisting other police agencies when horrific or catastrophic crimes occur that may overwhelm a single police department. While the idea of PIOs from different agencies coming together in a similar manner was noted as important by the U.S. Federal Emergency Management Agency (FEMA) as far back as 2007, the active assistance of spokespeople from other agencies has grown in recent years.<sup>1</sup>

Often called "jump teams," "go teams," or "deployment teams," PIOs and law enforcement leaders have begun to realize the need for extra helping hands during large-scale planned events, such as national political conventions; during extended critical incidents such as manhunts when officers are killed in the line of duty; and in the immediate hours following mass casualty events. The 24-hour news cycle, as well as the sheer volume of media requests during these types of crimes, typically doesn't allow PIOs to take a break. However, assistance from fellow, well-trained PIOs can at least help them catch their breath.

As Commander Mike Parke, a longtime PIO for the Los Angeles County Sheriff's Department (LASD), points out,

*PIOs need to have some down time during long-term crisis events, otherwise the fatigue factor can lead to small mistakes with huge ramifications.<sup>2</sup>*

Indeed, even in the after-action report from the U.S. Department of Justice on the



2014 Ferguson, Missouri, demonstrations, one of the public information/media relations lessons learned cites “request[ing] a temporary detail of experienced PIOs from other law enforcement agencies to moderate the burden” as a viable option.<sup>3</sup>

### Jump Teams on the Ground

The type of event or incident may ultimately dictate how additional PIOs will be used, and it might not be determined until the event actually begins to unfold. In early 2011, the Tampa, Florida, Police Department began planning for the Republican National Convention that was to descend on its city 18 months later. With previous conventions garnering headlines for protests and the large number of arrests that followed, officials worked to put together a plan that would best alleviate escalating tensions, while mitigating any issues that arose. As tactical and sensitivity training, among several other types of training, were being delivered to the nearly 1,700 officers from around the state assigned to convention security, face-to-face meetings with then-Police Chief Jane Castor, then-Media Relations Director Laura McElroy, and local and national media outlets were also taking place. They discussed everything from steps taken to prevent reporters from being detained during a protest to credentialing to media staging near the convention center. It was during this time that McElroy realized the magnitude of the event and sought help from peers she had met during an IACP conference in Chicago the previous fall. She assembled a team of five additional PIOs from across the United States and Canada to assist her staff of four. The majority of the jump team arrived and stayed for eight days, assisting with social media monitoring; working to find, photograph, and post positive moments with law enforcement in the field on Facebook; and helping with media management in and around the convention site.<sup>4</sup> McElroy and her team found the additional support valuable as their workload increased.

*When the outside PIOs arrived, it lightened my burden so I could concentrate on the major things I needed to address because I knew then I had very competent support boots on the ground to help us get through it.<sup>5</sup>*

While the Tampa event was planned, unexpected crises may require support as well. When a gunman killed a dozen people during a midnight showing in an Aurora, Colorado, movie theater in July 2012, then-Aurora Police Department PIO Cassidee Carlson had an additional three to four outside PIOs per shift helping her with the more than 3,000 press calls her office received in the first 72 hours following the incident.<sup>6</sup> But a conversation with a member of Colorado Governor John Hickenlooper’s team about the victims’ families

two days after the incident prompted her to craft a different kind of job for the numerous PIOs who responded to her call for assistance:

*I remember thinking these [victim families] are getting calls and they are in the worst time of their lives following this horrific, disgusting tragedy, and they’re being asked (by the media) to do something that I’m trained to do.<sup>7</sup>*

With the approval of her police chief, Daniel Oates, and the victim advocate assigned to work with the families of the victims, Carlson brought together a group of outside PIOs who met to lay the groundwork for what was to become the Family PIO Liaison Program. Each victim’s family would be assigned a PIO whose primary job would be to assist them in sorting out media inquiries, prep them for media interviews, and let them know what to expect from reporters. Making sure the families’ needs were being met, while not being harassed by the media was at the forefront of the PIO assistance, and the number one ground rule for participating PIOs was not talking about the case. The PIOs did not serve as the families’ spokespeople; they were simply there for guidance. And, if the family wanted to draft a written statement, it came directly from the family and was not crafted by the PIO.<sup>8</sup>

Carlson wrote a letter to the media explaining the program, while asking them to respect the families’ grieving process. Ultimately, the program was a great success: 8 of the 12 families agreed to participate and the police department received positive feedback from the media for the coordinated effort.<sup>9</sup>

### Virtual PIO Assistance & Social Media

Often in a crisis, events begin unfolding so quickly that there might not be time to get additional PIOs to the incident site or command post in a timely manner, even though help is still needed. But today’s modern technologies—laptops, tablets, and the increasing sophistication of smartphones—mitigates that issue.

With one phone call, text, or email, PIOs dealing with a critical incident in their jurisdictions can have help from a peer who can, for instance, monitor social media sites for misinformation, negative or threatening commentary, or witnesses telling their part of the story. Depending on the level of trust and experience, some PIOs request that other PIOs help develop or post social media updates on the lead PIO’s behalf to help “quickly get on the scoreboard, corroborate and validate information with basic tweets and to give some basic facts,” according to LASD’s Parker, noting that timing is of the essence in getting info out to a concerned—and often frightened—public.<sup>10</sup>

*The media and the public are already out there immediately (on social media), and*

*you have to rapidly show that you’re part of the discussion and solution.<sup>11</sup>*

A recent Pew Research study confirmed the need for brief and accurate information to be disseminated quickly during major events and critical incidents to an information-hungry public. In 2016, more than 72 percent of U.S. residents have gotten news on a mobile device, versus 54 percent just three years earlier.<sup>12</sup>

Many who have served as virtual assistants to other PIOs suggest remaining in contact with the lead agency PIO via text messages, as emails tend to get pushed down quickly and lost in the mass of media inquiries and public questions. Having a PIO monitoring or working from a remote location also helps provide a different, if not clearer perspective. Off-site PIOs have the opportunity to see what else may be needed to assist the lead PIO without the distraction of working amid chaos in a command post environment. The remote PIO can also generate other types of information that can be released via social media or during press conferences, such as places to bring donations or a tip line phone number—details that might otherwise get overlooked by a lead PIO handling major points of the incident.

During the tragedy in Dallas, Texas, when five officers were shot and killed during an otherwise-peaceful demonstration in July 2016, neighboring Arlington Police Department PIO Lieutenant Christopher Cook assisted their agency virtually with media monitoring and correcting non-factual information in newscasts. In later days, when U.S. President Barack Obama attended the memorial ceremony for the officers, the Arlington Police Department took the lead in security, dignitary protection, and movement of the presidential motorcade.<sup>13</sup> Since the memorial ceremony and presidential visit were separate from the ongoing case, Lt. Cook served as the main PIO for that portion of the incident, allowing the Dallas Police Department staff and PIO to focus on the more critical aspects of the incident.

### Where to Go for Help

A number of U.S. states have organized regional or statewide PIO groups that regularly come together to discuss best practices, review case studies, and meet with the media to discuss issues and concerns. Most of these groups also include PIOs from fire departments, hospitals, local emergency management agencies, and utility companies because such agencies are also often called upon for assistance during large planned events, as well as critical incidents.

For example, the state of Colorado has the Emergency Services Public Information Officers of Colorado, (ESPIOC) a group of 150 members that has existed for 30 years. The ESPIOC is the group that the Aurora

## PIO NETWORKING RESOURCES

- » **Join your statewide or a regional PIO group.** This is a great first step to networking. Even if you are unable to attend meetings in person, just getting on their email list will help you connect with peers in your area.
- » **Consider starting a local PIO group if one doesn't yet exist.** Find a PIO in your area who may have a great case study to share or someone who can speak about a subject PIOs deal with, such as how to handle line-of-duty deaths or the ins and outs of HIPAA laws.\* Next, pick a meeting place and invite all the PIOs you know in your area, even if it's a handful or if you don't know them very well, and ask them to bring another PIO contact. Begin to lay the groundwork for your group by setting the next meeting date before the first one ends and determining if anyone in attendance can speak about a new topic next time.
- » **Join the IACP's PIO Section.** The section is just an additional \$15 for IACP members to join, and the group offers numerous PIO-focused workshops during the organization's annual fall conference on topics ranging from beginner basics for the new PIO to social media messaging and strategizing. A mid-year meeting, usually held in the spring, offers different workshops than the annual conference and is another great opportunity for networking.
- » **Join the National Information Officers Association.** The National Information Officers Association, a nationwide group of PIOs from the law enforcement, fire, emergency, public services, and medical personnel fields, offers a variety of training, as well as an annual conference in late summer featuring case studies on topics from marketing your agency to video production.<sup>†</sup>

### Notes:

\*Karlyn Tilley, PIO, City of Golden, Colorado & President, Emergency Services Public Information Officers of Colorado (ESPIOC), telephone interview, July 29, 2016.

†National Information Officers Association website, [www.nioa.org](http://www.nioa.org).

Police Department reached out to for PIO assistance following the 2012 theater shooting. While the majority of its active members are in the more populated areas of the state, the group is working to begin using the live streaming mobile video app Periscope to broadcast their meetings as a way to include geographically dispersed members who are unable to attend in person.<sup>14</sup>

Since 1996, the Florida Association of Public Information Officers (FAPIO) has had a statewide PIO deployment team that has responded to every declared emergency in the state for the last 18 years. The team has a roster of more than 200 members and includes PIOs from all emergency disciplines as well as private and non-government agencies.<sup>15</sup>

Utilizing federal funds, the group was able to purchase a mobile joint information center (JIC) six years ago that has been deployed to incidents ranging from presidential debates to floods to community events as part of their "jump team" efforts. The mobile JIC, outfitted with workstations, sleeping quarters, satellite televisions, and a conference room, has moved PIOs from working haphazardly—and separately—in cars on laptops to an organized workspace. According to Mark Economou, the public information manager of the Boca Raton, Florida, Police Services Department, having

the JIC at an incident site allows the working PIOs to move the media away from the area of attention and keep them corralled near the JIC because that's where the official information is being disseminated.<sup>16</sup>

### Conclusion

Oftentimes, being the PIO can be a solitary job. Responding to media calls late at night, pushing out statements on weekends, working as a one-man band because the agency can afford only one PIO is the norm for many police departments' PIOs. And, while communication with the media and the public is the backbone of a PIO's job, communicating with other PIOs is just as essential to building a network of peers who are available for help and support when a major crisis hits—or if a PIO is simply looking for advice or is in need of someone else's expertise.<sup>17</sup> PIOs seeking a network may have multiple options, depending on the resources in their area (see sidebar). Regardless of the networking paths chosen, seasoned PIOs encourage relationship building among one another long before the big event comes to town or a tragedy strikes out of the blue.

"When the disaster hits, you don't have the time to get to know other PIOs or their skills or to train them," Boca Raton's Economou said. "It's incredibly critical to have those relationships already in place."<sup>18</sup> ♦

With more than 23 years of experience in law enforcement media and public relations, **Penny Mateck** currently serves as the community affairs coordinator for the Cook County Sheriff's Police Department, the second largest sheriff's office in the United States.

### Notes:

<sup>1</sup>Federal Emergency Management Agency, *Basic Guidance for Public Information Officers: National Incident Management System (NIMS)* (November 2007), [https://www.fema.gov/media-library-data/20130726-1623-20490-0276/basic\\_guidance\\_for\\_pios\\_final\\_draft\\_12\\_06\\_07.pdf](https://www.fema.gov/media-library-data/20130726-1623-20490-0276/basic_guidance_for_pios_final_draft_12_06_07.pdf) (accessed November 1, 2016).

<sup>2</sup>Mike Parker (commander, Los Angeles County Sheriff's Department), telephone interview, August 22, 2016.

<sup>3</sup>Institute for Intergovernmental Research, *After Action Assessment of the Police Response to the August 2014 Demonstrations in Ferguson, Missouri* (U.S. Department of Justice, Office of Community Oriented Policing Services, 2015): 95, <https://ric-zai-inc.com/Publications/cops-p317-pub.pdf> (accessed November 1, 2016).

<sup>4</sup>Laura McElroy (former media relations director, Tampa Police Department), telephone interview, July 27, 2016.

<sup>5</sup>Ibid.

<sup>6</sup>Cassidee Carlson (sergeant, Aurora Police Department), telephone interview, August 19, 2016.

<sup>7</sup>Ibid.

<sup>8</sup>Ibid.

<sup>9</sup>Ibid.

<sup>10</sup>Parker, telephone interview, August 22, 2016.

<sup>11</sup>Ibid.

<sup>12</sup>Amy Mitchell, Jeffrey Gottfried, Michael Barthel, and Elisa Shearer, *The Modern News Consumer: New Attitudes & Practices in the Digital Era* (Pew Research Center, 2016): 2, <http://www.journalism.org/2016/07/07/the-modern-news-consumer> (accessed November 1, 2016).

<sup>13</sup>Christopher Cook (lieutenant, media office, Arlington Police Department), email interview, August 11, 2016.

<sup>14</sup>Karlyn Tilley (PIO, City of Golden, Colorado; president, Emergency Services Public Information Officers of Colorado), telephone interview, July 29, 2016.

<sup>15</sup>Mark Economou (public information manager, Boca Raton Police Services Department), telephone interview, July 27, 2016.

<sup>16</sup>Ibid.

<sup>17</sup>Kim Baird, "Top 9 Benefits of Business Networking," *Amazing Business* (blog), July 21, 2016, <http://amazingbusiness.com/top-9-benefits-of-business-networking> (accessed November 1, 2016).

<sup>18</sup>Economou, telephone interview, July 27, 2016.



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# REPORT OF THE 123RD ANNUAL IACP CONFERENCE AND EXPOSITION **SAN DIEGO**

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The IACP Executive Board presided over the 123rd IACP Annual Conference and Exposition in San Diego, California, with 16,398 attendees. Throughout the conference, the members of the board attended committee, section, and division meetings to discuss issues with members and law enforcement leaders from around the world. Representatives from 80 countries attended IACP 2016.

The IACP Past Presidents' participation is a vital part of the conference. Their years of leadership experience guide our current leadership and planners in creating the best possible conference experience for our attendees.

**Back, from left:** Russell Laine (2008–2009); Ronald Neubauer (1998–1999); Darrell Sanders (1996–1997); Joseph Estey (2004–2005); William Berger (2001–2002); Harlin McEwan (Honorary President)

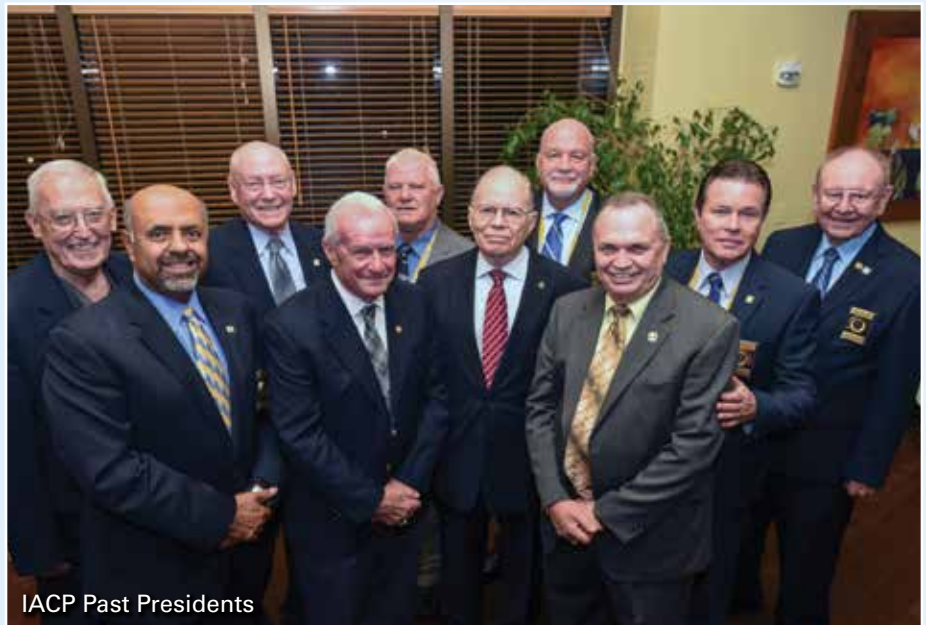
**Front, from left:** Yost Zakhary (2013–2014); David Walchak (1995–1996); Charles Reynolds (1988–1989); John Whetsel (1994–1995)



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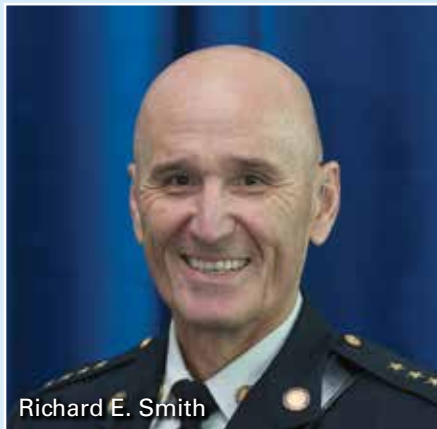
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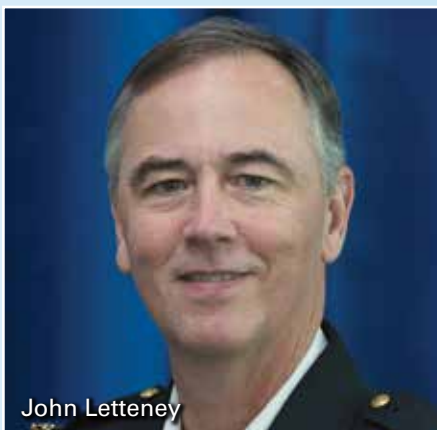
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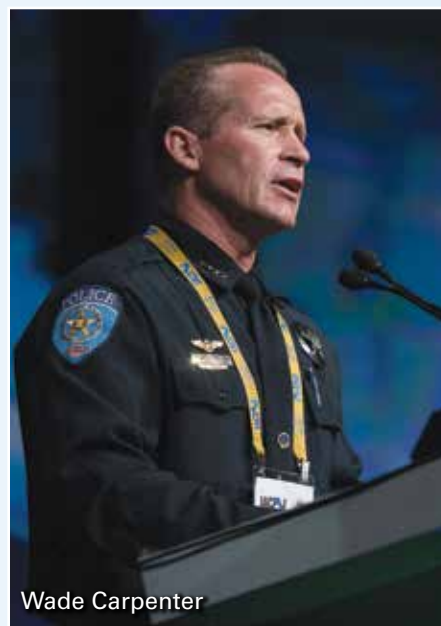
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IACP 2015–2016 President Terrance Cunningham presided over the General Assembly with keynote speeches delivered by Jürgen Stock, secretary general of INTERPOL, and Loretta Lynch, U.S. attorney general.

The Critical Issues Forum—Lessons in Leadership—was moderated by Deborah Feyerick, national correspondent for CNN. The panel of experts was composed of Jarrod Burguan, chief, San Bernadino, California, Police Department; Catherine De Bolle, commissioner general, Belgian Federal Police; John Mina, chief, Orlando, Florida, Police Department; Emile Perez, director, International Cooperation, French National Police; Eddie Johnson, superintendent, Chicago, Illinois, Police Department; and Michael Edmonson, colonel, superintendent, Louisiana State Police.



John Mina, Emile Perez, and Eddie Johnson



Wade Carpenter



Terrance Cunningham



John Mina



Jürgen Stock



Peter Carnes







Cynthia Renaud



Terrence Cunningham and Critical Issues Panel



Loretta Lynch



Deborah Feyerick



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The official business of the IACP was conducted during the annual conference. Members engaged in discussions, debates, and voting.

Chief Donald De Lucca of the Doral, Florida, Police Department, was sworn in as the 2016-2017 IACP president, and Chief Cynthia Renaud, Folsom, California, Police Department, and Chief Wade Carpenter, Park City, Utah, Police Department joined the board as fourth vice president and vice president at large, respectively.







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One of the top reasons to attend the annual conference and exposition is the array of education sessions—the 2016 conference included 15 educational tracks and more than 200 educational sessions, along with a Critical Issues Forum and 3 cutting-edge sessions of the IACP Perspectives Series. The workshops provide attendees with practical information they can apply to their work and agencies.









# EXPOSITION HALL

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The IACP Annual Conference and Exposition hosts the largest exposition of the world's leading law enforcement equipment, services, and technology providers. IACP 2016 had exhibits by 715 companies, which allowed attendees to explore the latest services and products available to the law enforcement community. By the end of the event, 70 percent of the exhibit space for the 2017 exposition in Philadelphia, Pennsylvania, was sold.









# SPECIAL EVENTS

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The IACP 2016 Opening Ceremony kicked off the conference on Saturday, October 15, with a keynote address by visionary author Simon Sinek.

The exposition hall officially opened with the cutting of the ribbon by IACP President Terrence Cunningham and Chief Shelley Zimmerman of the San Diego, California, Police Department, along with representatives of AT&T, Microsoft, Motorola Solutions, Safariland, SunGard Public Sector, and TASER International.

Special events such as Chiefs Night, receptions, special dinners and luncheons, hospitality rooms, and the annual banquet added a good dose of fun to the conference.







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The IACP wishes to thank the city of San Diego, California; the San Diego Police Department; the 2016 San Diego planning team; the San Diego Tourism Authority; the San Diego business community; and the conference sponsors who all contributed to a successful 123rd IACP Annual Conference and Exposition.



San Diego Police Chief Shelley Zimmerman



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The IACP Foundation was pleased to host its 10th Annual Foundation Gala celebration on the opening night of the 2016 IACP Annual Conference and Exposition in San Diego, California. More than 300 guests joined the Foundation Board and IACP leadership to honor 50 years of outstanding accomplishments through the Police Officer of the Year award and announce the finalists and winner of the 2016 IACP/Target Police Officer of the Year Award.

In celebration of its 25th anniversary, the IACP Foundation announced a new vision – traumatically injured law enforcement officers will never feel abandoned. Over the past year, the Foundation has helped support officers severely injured in the line of duty and their families through the Still Heroes Scholarship Fund and the new Injured Officer Fund.

Moving forward, the IACP Foundation will be expanding its programs to better connect, support, and strengthen law enforcement officers and their families to thrive after a serious line of duty injury. The Foundation wants to make sure these heroes never feel abandoned. To learn more about our work, please visit [www.TheIACP.org/Foundation](http://www.TheIACP.org/Foundation).

The board and staff of the IACP Foundation sincerely thank all of our partners as well as the individuals and organizations who attended the Gala and made it a tremendous success!

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# *Police Officer of the Year Award*

The IACP is proud to once again partner with Target to recognize exemplary performance in professional policing from law enforcement agencies around the world. The IACP/Target Police Officer of the Year Award recognizes the daily sacrifices made and honors the heroic achievements of law enforcement's finest.

A tremendous number of applications were received this year, representing courageous stories of survival and valor, as well as exceptional examples of excellence in public safety. A panel of law enforcement executives carefully reviewed every submission and selected four remarkable finalists for recognition at this year's IACP Foundation Gala at the 2016 IACP Annual Conference and Exposition in San Diego, California.

The IACP and Target are proud to recognize Captain William Villanova of the Préfecture de Police de Paris, Police Nationale, France, as the 2016 Police Officer of the Year. On November 13, 2015, Captain Villanova arrived at the Bataclan concert hall to a shocking scene and could hear automatic weapon gunfire inside. He rushed into the concert hall, engaged a suspected terrorist, and began helping concert goers escape the horrifying scene. He returned multiple times into the concert hall before the SWAT team arrived and continued to help hundreds of those inside escape to safety as the SWAT team engaged the remaining suspected terrorists to end the killing spree where 89 people died and more than 200 were injured.

We are proud of Captain Villanova and our three finalists for their bravery, dedication, and commitment to keeping communities safer.



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# Police Officer of the Year Finalists



Officer Timothy Jones



Captain William Villanova



Officer Daniel Colwell



Captain Brian Nanavaty

## OFFICER TIMOTHY JONES

Park Forest, Illinois, Police Department

On the morning of March 19, 2016, Officer Jones, with only nine months on the job, was taking a stolen motor vehicle report when he heard that the stolen vehicle was found at another local residence in which an in-progress burglary was reported. With only one hour left on his shift, he immediately went to assist the other officers at the burglary location. Responding officers surrounded the house, and, as Officer Jones approached one of the windows, he noticed the suspect enter the room near him and notified other officers via radio. Suddenly, the suspect jumped out of the window where Officer Jones was standing. After radioing his fellow officers that the suspect was moving, Officer Jones tackled him and a fight ensued. During the altercation, the suspect was able to grab one of the two stolen firearms he was carrying and shot Officer Jones twice—one round hit his head, and the other hit the side of his face and lodged into his chest. Somehow after being shot, Officer Jones was able to remove his weapon and shoot the suspect in the hip at point blank range. Unable to flee rapidly due to the injury from Officer Jones' shot, the suspect continued to shoot in the direction of the critically wounded Officer Jones and was killed during a shootout with the other responding officers.

Officer Jones was airlifted to a trauma center where he underwent lifesaving surgery but was given less than 24 hours to live. The doctors told his family and fellow officers that if he did survive, he would never regain consciousness. Miraculously, Officer Jones has survived his devastating wounds and is now in a rehab facility in Chicago. While he has a long road ahead, he continues to improve and defy the odds.

## CAPTAIN WILLIAM VILLANOVA

Préfecture de Police de Paris, Police Nationale, France

On the evening of November 13, 2015, Captain Villanova was in his office when he learned of an explosion at the Stade de France. On the way to the scene with his partner, they were informed of an active shooter situation at the Bataclan concert hall in the eastern part of Paris and quickly changed direction. When they arrived at the entrance of the Bataclan, they immediately saw a horrific scene and heard an automatic weapon going off inside. As they entered the lobby of the building, the swinging doors of the concert hall flew open and approximately 20 people rushed towards them as a series of detonations exploded inside. At that moment, Captain Villanova was able to get a glimpse of a suspected terrorist in the concert hall with a hostage. He and his partner moved inside the concert hall and were shocked to see hundreds of people lying on the floor not moving as more gunfire erupted from further inside. Captain Villanova and his partner immediately fired their weapons at the suspect who fell to the floor and his suicide vest then detonated.

The remaining terrorists then returned fire from an unknown location. Captain Villanova glimpsed the shadow of a terrorist behind a door but also saw the hand of a victim appear nearby. He rushed to remove the victim from the scene and did the same for a second victim who was badly injured. Captain Villanova then heard a series of detonations and returned inside the concert hall despite the urging of others to wait for the SWAT team to arrive. There, he and a few colleagues exchanged gunfire with the terrorists and helped secure the ground floor while helping more victims escape. Once the SWAT team arrived, Captain Villanova began evacuating several hundred of those inside—moving them as best he could through the worst of the damaged concert hall—before the final assault by security forces that ended the killing spree where 89 people died and more than 200 were injured.

## OFFICER DANIEL COLWELL

Chandler, Arizona, Police Department

On the morning of April 23, 2016, Officer Colwell was dispatched to a call from a Walmart employee for a trespassing in progress involving a male who had trespassed repeatedly at the local Walmart Supercenter. Officer Colwell, along with backup Officer Josh Pueblo, entered the Walmart to find the man sitting inside the store at the McDonald's, which was busy at the time serving breakfast to numerous patrons. After an initial and calm conversation with the man, Officer Colwell decided to arrest him. At that time, the man reached behind his back and drew a semi-automatic pistol that he had in his possession.

Within the span of approximately three seconds, the suspect had fired six rounds directly at Officers Pueblo and Colwell. Officer Pueblo was hit three times, including once in the head, fell to the ground immediately, and was unable to defend himself. Officer Colwell was shot twice in his ballistic vest which knocked him to the ground. From a laying down position, Officer Colwell was able to shoot back and kill the assailant. Police later learned that the assailant was a convicted felon who had trespassed in numerous businesses around the area multiple times. Officer Colwell was able to return to work on June 10, 2016, after being treated for his injuries. Officer Pueblo faces numerous complications from his injuries. Although he has valiantly worked through surgeries and physical therapy, he still suffers from severe nerve pain in his arm. His return to work date is unknown at this time.

## CAPTAIN BRIAN NANAVATY

Indianapolis, Indiana, Metropolitan Police Department

In 2010, Captain Nanavaty founded the Office of Professional Development and Wellness (OPDW) as a limited component of a disciplinary referral program for officers who suffered from performance deficiencies or were the subject of a misconduct investigation. But Captain Nanavaty knew it needed to be so much more than that—it needed a more proactive approach to tackle the serious issues facing law enforcement so that officers received the help they needed before the situation became critical. Captain Nanavaty began partnering with mental health professionals, social workers, police chaplains, local hospitals, financial institutions, and local universities to bring healthy and nonjudgmental professional assistance to police officers who suffer from unhealthy situations in their lives at work and at home—ranging from divorce, long-term duty-related injuries, financial distress, shift-work related concerns, depression, and substance abuse to the stress that officers feel in the wake of a critical incident.

His dramatic shift in focus has had tremendous results. Under the leadership of Captain Nanavaty, the OPDW has worked with more than 800 officers and reduced incidents of officer misconduct and discipline by more than 40 percent since its inception. In addition, officer suicides, while not completely eliminated, have dropped substantially since 2010. His work with the OPDW has the full support of the local and national Fraternal Order of Police and has earned him the respect of his colleagues throughout the Indianapolis region—all of who can take advantage of the OPDW's services. In April 2016, Captain Nanavaty's dedication was honored by U.S. Attorney General Loretta Lynch as "a national model for building a 21st century police force." His dedication has saved countless officers' lives, strengthened the department, kept police families intact and healthy, and improved the community by ensuring that these officers are ready for work every day.



## PRODUCT FEATURE:

# LESS-LETHAL OPTIONS FOR ANY AGENCY

By Scott Harris, Freelance Writer

As ongoing public controversy over police tactics shapes the conversation over use of force, it should come as no surprise to anyone in the law enforcement community that less-lethal weapons are an important part of the discussion.

"There's a higher level of transparency expected than ever before," said Glenn Katz, executive vice president of global sales for PepperBall, a California manufacturer. "That has made products that are lower in the force spectrum more popular. All products on the force spectrum have their place, but now people want more less-lethal options."<sup>1</sup>

Of course, the most widely recognized technology in the less-lethal field is the Taser (a conducted energy device), but that one tool just scratches the surface of a wide and varied spectrum of possibilities.

According to the National Institute of Justice (NIJ), there are seven types of less-lethal devices: conducted energy devices like the Taser, directed energy devices, chemicals such as pepper spray, distractions including lights and noise, vehicle-stopping technologies, barriers, and blunt force devices.<sup>2</sup>

NIJ data from 2011 reveals that the use of physical force (e.g., fists and feet) increased the likelihood of injury to both officers and suspects. However, using pepper spray and conducted energy devices decreased the chances of a suspect injury by 65 and 70 percent, respectively.<sup>3</sup>

Departments may purchase products that fall under one or more of the seven categories, depending on their circumstances. Regardless of a department's individual plan, interest in less-lethal weapons is growing.

"The [less-lethal] concept is not new, but it is proliferating today across law enforcement," said Dave DuBay, vice president of Less Lethal for the Safariland Group, a large equipment designer and manufacturer based in Jacksonville, Florida. "It lawfully, and in a [less-lethal] manner, brings order to an otherwise chaotic event."<sup>4</sup>



### Crowd Control

The use of less-lethal products is often associated with events involving larger crowds, such as sporting events or protests. In an era of increasing accountability and transparency, managing large groups can require officers to consider options that can preserve the safety of members of the crowd and the officers themselves.

"People don't always love us," said Mike O'Reilly, an active law enforcement officer and co-owner of Blue Line Consultants, a Naples, Florida, firm. "It's more important than ever for us to have options that reflect that."<sup>5</sup>

One of the most common and effective classes of devices within the less-lethal designation are distraction devices. Noise flash diversionary or "flashbang" devices are among the most popular of these devices.

A new brand of flashbang already released in Europe is now preparing for its U.S. debut. The line was developed in the United Kingdom by Thomas Lowe Defense (TLD). When Florida-based AMTEC-ALS

Less Lethal Systems saw the product's out-of-the-gate popularity, it acquired TLD. What makes the line of products unique, according to Don Whitson, law enforcement channel manager with AMTEC-ALS, is the fact that every TLD Flashbang uses "commercially available explosive products as the primary charge for the devices."<sup>6</sup>

The flagship TLD Flashbang has a host of applications, thanks in part to the user's ability to easily string together and control the devices.

"Once assembled, the device is used like any other flashbang, except the charge comes in various delay elements from zero to 2.5 seconds," Whitson explained. "Another flashbang can be attached to the bottom without a second fuse, so the operator has a multi-bang configuration. The device can add as many additional flashbangs in a daisy chain as required... The device can be loaded with multiple delay charges, making it very unpredictable to the suspect."<sup>7</sup>

The TLD Flashbang is also available at a lower cost of around \$11 per shot, compared

to similar devices that cost between \$42 and \$55 per shot, Whitson said.<sup>8</sup>

Distraction devices are fairly common as less-lethal options, but when it comes to explosives, the right know-how may not be so widespread. That's why Blue Line Consultants offers education on the regulations from the U.S. Bureau of Alcohol, Tobacco, Firearms and Explosives that govern devices such as the company's BangBox magazine, a steel and powder-coated box that holds two full-size smoke or gas explosive devices.

"These are regulated explosive devices," O'Reilly said. "You can't just throw all the SWAT gear in the back of the vehicle. If they check and you're not compliant, you could get... the explosives taken away."<sup>9</sup>

Customer service is a big selling point, particularly if a given department is looking to explore the field more deeply than was typical in previous years. This is the case at 911 Outfitters, LLC, an Oklahoma-based online retailer of various law enforcement products, including less-lethal weapons.

"We actually have master certification trainers on staff," said Bryon Brown, CEO of 911 Outfitters. "They buy it, we deliver it, and we train them. We're a one-stop shop... The longest you have to wait for training is 24 hours. With other places, you have to wait two to three weeks. We have enough stock that we can train you even before you get the product. We have dedicated people for this."<sup>10</sup>

## Individual Engagement

Defense Technology is the Ford Motor Company of the less-lethal field. That's according to DuBay, who noted that the Safariland subsidiary began just after World War I.<sup>11</sup>

Still, with demand growing, Defense Technology is a modern company with modern products to offer. In the less-lethal field, the company offers products that provide their users with precision in high-stakes situations. For example, the provider's 40mm Tactical 4-Shot Launcher is designed to engage the individual while remaining flexible enough to help officers handle larger groups as well.

"Budgets are tight, and people have to pay for training as well as the product, so we designed it with that in mind," DuBay said. "How do we make an innovative product affordable?"<sup>12</sup> In the case of the new launcher, the answer is weight. Defense Technology removed two cylinders from a typical model, bringing what is often a 13-pound item down to approximately 9 pounds. The cost went down, too, from approximately \$3,000 for competitor models to the launcher's price point of \$1,899.

Another option in the field is munitions with a less-lethal effect than traditional bullets, such as the Multiple Impact Bullet or MIB manufactured by AMTEC-ALS.

"The lethal bullet has been replaced with a thermal-activated polymer material that hardens in cold weather and softens in hot weather [to adjust to varying clothing worn by the suspects]," Whitson said. "The round is fired from a 12 gauge shotgun or a 40mm firearm... When it strikes, it creates similar blunt force trauma and pain [as a traditional bullet], but at lower imparted energy levels."<sup>13</sup>

Some innovative new products are built to handle both large-scale and one-on-one situations in a less-lethal manner. PepperBall, based on paintball gun technology, now offers the VKS launcher, which allows the user to easily switch between an individual "hopper" mode and a faster "magazine" mode.

"You have the flexibility with use of force," Katz said. "You can even just shoot the ground in front of the person, and it will waft up without a kinetic impact."<sup>14</sup>

The launcher, which is accurate to a distance of 60 feet, immediately incapacitates any suspect, but it does so with a force much lower than that of similar less-lethal projectile-firing products.

According to Katz, while a 40mm less-lethal gun hits a target with about 100 joules of force, the VKS makes an impact with about 13–30 joules of force. On impact, the PepperBall releases powdered capsaicin or another irritant, allowing it to affect more than just a single person.

As agencies examine their use-of-force policies, some may seek to give their officers more options via innovative less-lethal devices. The good news is that various types of less-lethal tools exist for the agencies and officers that may need them. ♦

## Notes:

<sup>1</sup>Glenn Katz (executive vice president, global sales, PepperBall), telephone interview, September 12, 2016.

<sup>2</sup>National Institute of Justice, "Types of Less-Lethal Devices," <http://www.nij.gov/topics/technology/less-lethal/pages/types.aspx> (accessed September 14, 2015).

<sup>3</sup>Philip Bulman, "Police Use of Force: The Impact of Less-Lethal Weapons and Tactics," *NIJ Journal* 267 (Winter 2010), <http://www.nij.gov/journals/267/pages/use-of-force.aspx> (accessed September 14, 2016).

<sup>4</sup>Dave DuBay (vice president, less lethal, The Safariland Group), telephone interview, September 15, 2016.

<sup>5</sup>Mike O'Reilly (co-owner, Blue Line Consultants), telephone interview, September 13, 2016.

<sup>6</sup>Don Whitson (manager, law enforcement channel, AMTEC-ALS), email interview, September 12, 2016.

<sup>7</sup>Ibid.

<sup>8</sup>Ibid.

<sup>9</sup>O'Reilly, telephone interview, September 13, 2016.

<sup>10</sup>Bryon Brown (CEO, 911 Outfitters, LLC), telephone interview, September 13, 2016.

<sup>11</sup>DuBay, telephone interview, September 15, 2016.

<sup>12</sup>Ibid.

<sup>13</sup>Whitson, email interview, September 12, 2016.

<sup>14</sup>Katz, telephone interview, September 12, 2016.

## PRODUCT FEATURE:

# LESS-LETHAL WEAPON PROVIDERS

For contact information, please visit  
[www.policechiefmagazine.org](http://www.policechiefmagazine.org).

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Taser International

Thomas Lowe Defense





TRUST

# CIRCLE OF SAFETY:

## Leadership's Role in the Law Enforcement Environment

COOPERATION

By Simon Sinek, IACP 2016 Keynote  
Speaker, Author

**W**henver I hear about a corporate scandal, like what happened at Wells Fargo, where millions of customer accounts were opened illegally by employees to help drive their numbers, I immediately want to know about the leadership environment in which these people were operating.

It's too simple to simply dismiss abhorrent, unethical, or illegal behavior as isolated events or "a few bad apples." Though that is true some of the time—we do have psychopaths and sociopaths in our world who act independently and outside of any leadership environment or culture of norms—most of the poor decisions or severe lapses in sound judgment are not such outliers. We can't dismiss thousands of employees from Wells Fargo, for example, as bad apples. The vast majority were good people working in a bad leadership environment.

The fact is, human beings are social animals. We respond to the environments in which we live or work. We can take a good person and put them in a bad environment, and that person is capable of doing bad things. Likewise, we can take a person who may have performed bad acts, change their environment to something more positive, and that person is capable of turning their life around and becoming a remarkable, productive member of society. It's not just the person; it's the environment. Which begs the question—what kind of environment are police working in today?

The anthropological reason our environment matters boils down to trust and cooperation. As human beings, we are neither the strongest nor the fastest animals on the planet, yet we have to eat and survive in an angry, aggressive, unpredictable world. Trust and cooperation are the solution. If I

trust someone in my tribe, it means I can fall asleep at night. If I don't trust anyone in my tribe, it means I can't fall asleep at night. That's a pretty bad system if survive and thrive is the name of the game. The problem is trust and cooperation aren't instructions—they are feelings. We can't order people to trust us. It doesn't work that way. Trust and cooperation are our natural, human reactions to the environment in which we live or work. If we feel safe among the people with whom we live or work, the natural responses are trust and cooperation. If we do not feel safe among the people with whom we live and work, cynicism, paranoia, mistrust, and self-interest prevail.

I'm sure, as you read this, there is a temptation to try to relate the cynicism, paranoia, mistrust, and self-preservation instincts among many populations across

the United States to the environments and neighborhoods around them. That is interesting and worth investigating; however, I'm interested in the environments, work cultures, and leadership climates in which our police are asked to work.

### Circle of Safety

The most positive kind of work environment can best be described as a Circle of Safety. There is so much danger and unpredictability in the world that it is essential that police are able to work in cultures in which they feel safe among their own—to work among colleagues and leaders around whom officers feel they can be vulnerable. Vulnerability doesn't mean being weak. Quite the opposite. Vulnerability is feeling safe enough to raise our hand and say to our colleagues or superiors, "I made a mistake," "I don't feel equipped for the job I'm being asked to do," "I'm scared," "I don't think I can do this alone," or "I'm struggling at home, and I fear it will affect my work," without any fear of humiliation, punishment, or damage to our careers for saying anything. Some of you are already grimacing simply reading those words—but consider the alternative.

If an officer feels ill-equipped, for any reason, to do their job with complete confidence, and they feel forced to lie, hide, or fake that feeling for fear of humiliation or retribution, the odds increase astronomically that it will show up in a very unhealthy way later on. If officers feel they have to hide mistakes—I'm not talking about extreme examples like an accidental shooting or excessive use of force—then the risk is high that those mistakes will either compound or linger until something extreme does happen. When people feel they work in an environment in which they can be totally accountable for the little mistakes they make and feel they can admit insecurities, fears, and anxieties, the result is a culture of trust and cooperation. In this type of culture, rank and file rush in to help at the slightest hint of vulnerability. This is different than rushing in to help hide mistakes, dismiss training gaps, or put a positive spin on everything. This is the kind of trust and cooperation offered because we see each other as human—not just police officers.

It may sound a bit "hippy-dippy" to many people. But consider how average police officers feel when they come to work. Do they feel fulfilled by their work? Do they come to work inspired every single day? Do they feel valued and valuable to the system within which they operate? The answers to these questions matter.

The biological underpinnings of a fulfilling career are not born of metrics. Few, if any, officers will say they love their jobs, then cite the number of arrests they made or citations they wrote. Most won't even cite

a crime they prevented or a criminal they took off the street. Though those accomplishments feel good in the moment, those feelings don't last for years. The only thing that makes us truly *love* our work is how we feel about the people with whom we work. If we feel trusted and trusting; if we feel we can be our true selves; if we feel we can share our missteps and shortcomings and expect only support and encouragement when we do, then the result is an overwhelming feeling of gratitude for those people. People who have that feeling routinely turn down better paying job offers. Money is a short-term high. That feeling of belonging and an opportunity to let down our guard among the people with whom we work is the ultimate goal if any of us want to wake up in the morning and say, "I love what I do." Put simply, it's not the job—it's the relationships.

No one on the outside will trust police officers until the officers trust each other. No one in the general population will love police officers until they love each other. And no one in the public will ever be willing to express vulnerability to the police until officers are willing to express vulnerability to each other. The reason is simple—how police officers feel directly impacts how they treat the public. If police officers feel safe, so too will the people they swear to serve.

### The Role of Leadership

I stayed at the Four Seasons in Las Vegas. It's a really wonderful hotel. What makes it a wonderful hotel are not the fancy beds, however. Any hotel can buy a fancy bed. What makes the Four Seasons so good is the people who work there. When I passed hotel employees in the hall and they said "hello," I got the distinct feeling that they wanted to say hello; they weren't instructed to say hello. It is the people who make the guests feel genuinely welcome that makes the Four Seasons so good.

In the lobby of this hotel is a coffee bar. One afternoon, I went to buy a cup of coffee and was served by a barista named Noah. Noah was wonderful. He was funny and charming. He was engaging and friendly and made me feel like I was his most important customer of the day. It was such a nice experience; I think I left him a 100 percent tip. As is my habit, I asked Noah, "Do you like your job?" (I use the word "like" not "love" on purpose. "Like" is rational, "I get paid well, I like the challenges... I like my job." Whereas "love" is emotional. It's a feeling of connection to something that goes beyond the work or the pay. I always ask the question to the lower standard to see what happens.)

"I love my job," replied Noah. I smiled and asked a follow-up question: "What is it that the Four Seasons is doing that would make

you say to me 'I love my job?'" "Everyday," Noah replied without skipping a beat, "managers will walk past me and ask me how I'm doing. Ask me if there is anything they can do to help me do my job. Not just my manager," he pointed out, "any manager."

And, then, the magic happened.

"I also work at Caesar's Palace," Noah continued. "There, managers walk past to correct us, to catch us if we are doing something wrong. At Caesar's Palace, I keep my head below the radar. I want to just get through the day and get my paycheck. At the Four Seasons," Noah concluded, "I can be myself."

Noah is the same person in both places. The only reason he acts differently is because of the leadership climate. At the Four Seasons, the managers offer him a safe space to ask for help, share his concerns or even his mistakes. They remind him daily that they are there to support him to be his best self in his job. At Caesar's Palace, the managers are focused not on Noah but on the customer. They want to make sure Noah is doing everything right for the customer. They are focused on the numbers, and Noah feels it every time he goes to work.

This is the great misunderstanding about leadership. Leadership has nothing to do with being in charge; it is about taking care of those in your charge. Managers are not responsible for the customer or the results. They are responsible for the people who are responsible for the customer and the results.

Officers in leadership positions are not responsible for arrests, crime rates, or even the public. Those in leadership positions are responsible for the people who are responsible for arrests, crime rates, and how the public feel about the police. Just like a CEO is not responsible for the customer for the simple reason that CEOs rarely ever talk to or connect with customers. So, too, in a police organization—it is the officers on the beat every single day who connect with the public every hour and who will have all the impact on how the public feels about or treats the police. The officers on the outside must feel like the leaders on the inside care about them, their health, their personal growth, and their ability to do their job, all in an environment in which they feel they can be themselves. If the police officers don't feel safe among their own, then the public will never truly feel safe among the police.

### Where Good Leadership Comes From

Leadership is a human skill. A teachable, practicable skill, like any other. When officers are new and in junior positions, we give them tons of training—how to use their weapons, how to drive, what the law is, how to make an arrest. We give them tons of training so that they will be good at their jobs. As we promote officers, do we give them tons of training for the new job





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they will now do? Do we train them on how to lead? If we don't train officers in how to lead, if we don't teach them the skills of leadership, how can we expect them to do the job we need them to do?

Good leadership training is all about how to create a Circle of Safety. How to communicate effectively. How to have effective confrontation. How to listen. How to create work environments that foster trust and cooperation. What makes it more difficult than weapons training, for example, is that the results are not easily measured. We can easily test someone on their ability to use their weapon, understand the law, or perform an arrest. How do we test a leader on how to build an environment?

Good leadership is like exercise. No one can get into shape by going to the gym once for nine hours. However, if we work out every single day for 20 minutes, we will absolutely get into shape. The problem is, I don't know when. However, I'm 100 percent sure it will work. I know it takes more than a week, and I know that if you are doing something consistently but see no results in a year, you're probably doing something wrong. I just don't know exactly when in between those times that you will see and feel the results. Leadership is exactly the same.

A good leadership culture takes more than a week to get right. And officers will definitely feel and see the difference within a year. I cannot tell you exactly when, unfortunately. Good leadership, like being healthy or brushing our teeth, is about the habit more than the impact of each single little thing we do. It is the consistency of behavior that builds a culture in which human beings can thrive.

The greatest challenge any law enforcement leader will face, sadly, is the pressure to show immediate results. This is why we default to more intense, easier-to-measure solutions like firings, re-orgs, and leadership shuffles. Outsiders (and sometimes insiders) often opt for something intense and sudden because it gives everyone the feeling that something is being done, that the issue is being addressed. Never mind that the impact will likely not last.

The real solution requires both the building of good habits and positive change. The intensity of a training program must be combined with a system that promotes good, daily leadership habits. The intensity of a change of leadership is only worthwhile if the new leader has the patience (and the support from outside and above) to do what needs to be done the right way—in a way that will last beyond their own tenure. Intense

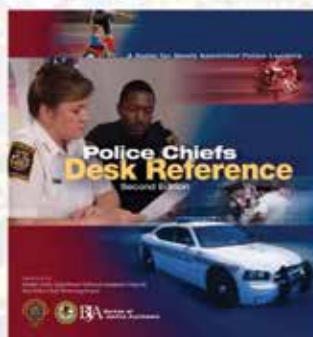
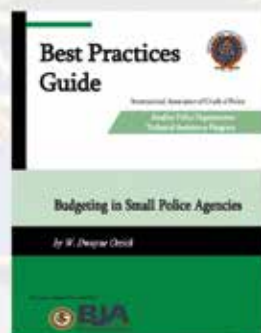
Keynote Speaker  
and Author,  
*Simon Sinek*



action is necessary for extreme cases—if an officer breaks the law or acts highly unethically, swift treatment is absolutely necessary. However, that's not applicable to most cases or everyday challenges. The daily grind of policing can only be treated and cared for with the consistency model.

In time, a positive culture will start to grow. And when that Circle of Safety grows, officers will feel they can be themselves at work and among their colleagues. They will feel they can express themselves, their concerns, and take accountability for their actions. In time, the vast majority of officers will honestly say, "I love my job." At that point, the public will feel safer too and commit themselves to working with the police, so we can all work to keep our communities safe... together. ♦

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# NEW MEMBERS

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

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

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

\*Associate Members

All other listings are active members.



## ALBANIA

### Tirane

\*Kristo, Lijana, Program Assistant, US Dept of Justice ICITAP

## ALGERIA

### Algiers

Bouali, Hamid, Deputy Director/Customs Comptroller, General Directorate of Algerian Customs

Boudadi, Smail, Deputy Director/Divisional Inspector, General Directorate of Algerian Customs

\*Maviki, Mitchell B, Law Enforcement Advisor, US Dept of Justice ICITAP

## ANTIGUA AND BARBUDA

### St John's

\*Defoe, Esther, Sergeant, Royal Police Force of Antigua and Barbuda

## BANGLADESH

### Dhaka

Hossain, Akter, Additional Superintendent of Police, Bangladesh Police

### Rajshahi

Rahman, Nazibur, Additional IGP, Bangladesh Police Academy

## BENIN

### Cotonou

Hounde, Sedou, Chief of Police, National Police of Benin

## BERMUDA

### Hamilton

Weekes, Martin, Assistant Commissioner of Police, Bermuda Police Service

## BOTSWANA

### Gaborone

Maseng, Mathiba, Deputy Managing Director, International Law Enforcement Academy

## BRAZIL

### Florianopolis

Feitoza Rodrigues, Rodrigo, Chief of Division - Corporative Education, Federal Highway Police/Polícia Rodoviária Federal

## CANADA

### British Columbia

### Surrey

Fordy, Bill, Assistant Commissioner, RCMP

### Ontario

### Ottawa

\*Cruise, Shawn, CEO, Iron Door Inc

## DOMINICAN REPUBLIC

### Santo Domingo

Rosano Guerrero, Nelson, Brigadier General, Dominican National Police

## GEORGIA

### Tbilisi

Natriashvili, David, Police Colonel, Central Criminal Police Dept

## INDONESIA

### Jakarta

Adi Saputra, Asep, Head of Unit 1 Special Crime CID, Indonesian National Police

Darmawan, Indra, Head of Subsection for ID & Registration, Indonesian National Police

Hutagaol, Reinhard, Head of Economic & Special Crime, Indonesian National Police

\*Manafe, Lovely Christina, Project Coordinator, US Dept of Justice ICITAP

Rikwanto,, Policy Analyst, Indonesian National Police  
Sidik, Tin Fitri, Program Management Specialist, US Dept of Justice ICITAP

## Makassar

Pramono, Gatot E, Deputy Chief South Sulawesi Police, Indonesian National Police

## Tangerang Kota

Kurniawan, Budi Asrul, Head of Operations Section, Indonesian National Police

## ISRAEL

### Tel Aviv-Yafo

\*Epstein, Natalya, Business Development, Rayzone Group

\*Perry, Lior, Business Development, Rayzone Group

\*Zakay Hassidoff, Yohai Bar, Partner, Rayzone Group

## ITALY

### Vicenza

Gallegos, Darius S, Deputy Director/Colonel, The Center of Excellence for Stability Police Unit

\*McCollaun, Peter J, Special Assistant to the Deputy Director, The Center of Excellence for Stability Police Unit

## JORDAN

### Amman

Almajali, Mutasem A, Brigadier General, Public Security Directorate of Jordan

Meseidiyyn, Atef S, Major General, Public Security Directorate of Jordan

## MEXICO

### Ciudad De Mexico

\*Grimes, Kyle H, Senior Program Advisor, US Dept of Justice ICITAP

### Monterrey

Burke, Anthony, Assistant Country Attache, US Marshals Service

## NIGERIA

### Abuja

Shehu, Babagana, Superintendent of Police, Nigeria Police Force

### Ibadan

Toyin George, Ajayi, Assistant Superintendent of Police, Nigeria Police Force

## **SOUTH AFRICA**

### **Johannesburg**

Nyanda, Zweilibanzi, Chief of Police, Johannesburg Metropolitan Police Dept

## **SWEDEN**

### **Stockholm**

Nilsson, Peter, Commissioner, AIRPOL

## **UNITED ARAB EMIRATES**

### **Abu Dhabi**

Alalawi, Obaid, Head of Information Section, Ministry of Interior

Alghfeli, Saeed, Head of Information Branch, Ministry of Interior

Alkaabi, Ali, Head of Computer Crime Branch, Ministry of Interior

Alnaqbi, Khalfan, Head of Traffic Planning and Policies Section, Ministry of Interior

### **Dubai**

\*Arikat, Musa, Consultant, Dubai Police

## **UNITED STATES**

### **Arizona**

#### **Scottsdale**

Castro, Alfredo, Lieutenant, Salt River Police Dept

\*Engelking, Lezli, Founder/CEO, Foundation of Cannabis Unified Standards (FOCUS)

#### **Surprise**

Heffelfinger, John, Commander, Surprise Police Dept

#### **Tucson**

\*Marroquin, Esmeralda, Special Agent, US Customs & Border Protection/DHS

#### **Willcox**

Broderick, Christine, Supervisory Border Patrol Agent, US Border Patrol/DHS

### **Arkansas**

#### **Fayetteville**

\*Miller, Michele, Sergeant, Fayetteville Police Dept

#### **Little Rock**

\*Foshee, Randy, Director of Information Technology, City of Little Rock

### **California**

#### **Bakersfield**

Davis, Tyson, Commander, Kern Co Sheriff's Office

\*Madden, Clayton, Sergeant, Bakersfield Police Dept

\*Youngblood, Damon, Sergeant, Bakersfield Police Dept

#### **Castro Valley**

Ciaburro, Anthony S, Captain, East Bay Regional Park District Police Dept

#### **Concord**

\*Yu, Chen, Purchasing Manager, Zhongshen Bairui LE Equipment Co Ltd

#### **Escondido**

\*Wilson, Paul, Vice President Federal Solutions, Ken Blanchard Companies

#### **Fontana**

Green, William P, Captain, Fontana Police Dept

Stover, Angela R, Captain, Fontana Police Dept

#### **Fremont**

\*Boyd, Amy, Detective, Fremont Police Dept

Brooks, Sharon, Corrections Officer Supervisor, Fremont Police Dept

\*Griese, Michelle, Sergeant, Fremont Police Dept

\*Kindorf, Heidi, Detective, Fremont Police Dept

\*Romley, Kurtis, Sergeant, Fremont Police Dept

#### **Fresno**

Huerta, David, Chief of Police/Director of Public Safety, Fresno State Police Dept

#### **Los Angeles**

Adriano, Joao, Consular Agent, Consulate General of the Republic of Angola

\*Blanks, Holly, Director of Intl Business Development & Marketing, Pulsiam

\*Carreno, Elizabeth, Community Relations Manager, Univ of Southern California Dept of Public Safety

Hamilton, Alan, Captain III, Los Angeles Police Dept

Serrano, Louis, Sergeant, Los Angeles Co Sheriff's Dept

Zarcone, Peter, Captain, Los Angeles Police Dept

#### **Newport Beach**

\*Stone, Trina, Buyer, Pearl Stone Designs

#### **Orange**

\*Vega, Lavinia, Sergeant, Orange Co Sheriff's Dept

#### **Reedley**

Ediger, Marc, Lieutenant, Reedley Police Dept

#### **Riverside**

\*Dunlap, Joseph, Deputy Sheriff, Riverside Co Sheriff's Dept

#### **Sacramento**

Carter, Brent, Lieutenant, California Hwy Patrol

\*Tsui, Edith, Affinity Sales Consultant, Nationwide

#### **San Bernardino**

\*McWeeney, Thomas, Lecturer, California State Univ Santa Barbara

#### **San Diego**

\*Cook, Danee, Sergeant, San Diego Humane Society

\*Heyer, Robert, Director of Security, Seaworld Parks & Entertainment

\*Hoyt, Stacey, Psychologist, Valley Psychological Center

Huffhines, Denise, Division Chief, San Diego Co Probation Dept

\*Unzueta, Miguel, Consultant, Mission Solutions LLC

#### **San Francisco**

Abbey, John, Inspector, US Mint Police Dept

\*Sullivan, Michael, Manager Global Law Enforcement Outreach, UBER

#### **San Jose**

\*Decarlo, Cynthia, Director US Federal Business Development, Cisco Systems

#### **San Luis Obispo**

\*Comperini, Mary, Senior Psychologist Supervisor, California Dept of Correctional Rehabilitation

#### **San Ysidro**

Eliezer Vermillion, Charline, Supervisory Border Patrol Agent, US Border Patrol/DHS

#### **Santa Ana**

Morris, Tracy, Lieutenant, Orange Co Sheriff's Dept

#### **Santee**

Badousek, Jill, Special Operations Supervisor, US Border Patrol/DHS

\*Clark, Roger, Owner/Consultant, Roger Clark Police Procedures Consultant Inc

#### **Shafter**

Zimmermann, Kevin, Chief of Police, Shafter Police Dept

#### **Stanton**

\*Sheehan, Margie, Sergeant, Orange Co Sheriff's Dept

## **Colorado**

#### **Breckenridge**

\*Gutzwiller, Daric, Deputy, Summit Co Sheriff's Office

## **Connecticut**

### **Middletown**

\*Moran, Anthony RJ, Student, Middlesex Community College

### **Westport**

\*Vallance, Andrew, Vice President Business Development, Shell Shock Technologies

## **District of Columbia**

### **Washington**

\*Alford, Eduardo, Security Executive, Fedex Corp

Bower, Jason, Supervisory Special Agent, Pentagon Force Protection Agency

Eguchi, Kentaro, Police Attache, Embassy of Japan

\*Fiesel, Richard, Asst to the Special Agent in Charge, US Secret Service

\*Hammond, Nina, Senior Operations Analysis Specialist, US Customs & Border Protection/DHS

Hassard, Darren, Detective Inspector, Metropolitan Police New Scotland Yard

King, Tatum, Deputy Assistant Director, US Dept of Homeland Security ICE HSI

Mills-Carilli, Betty, Associate Chief, US Border Patrol/DHS

Murphy, Brian J, Section Chief, FBI

Picard, Vincent, Deputy Assistant Director, US Dept of Homeland Security ICE

Pittman, Janelle, Captain, DC Public Library Police Dept

Schweit, Katherine W, Section Chief, FBI

Wilcox, Tasha, Assistant Chief, US Border Patrol/DHS

Yasueda, Ryo, Counselor, Embassy of Japan

## **Florida**

### **Astatula**

Hoagland, Walter, Chief of Police, Astatula Police Dept

### **Clearwater**

\*Waters, Darren, Legal Director, 6th Judicial Circuit of Florida

### **Coral Gables**

\*Baena, Brad, Sergeant, Coral Gables Police Dept

### **Howey in the Hills**

Thomas, Rick, Chief of Police, Howey in the Hills Police Dept

### **Sanford**

\*Olortegui, Christopher, Deputy Sheriff, Seminole Co Sheriff's Office

## **Georgia**

### **Alpharetta**

\*Litton, Chris, Director, Sierra-Cedar

### **Athens**

Magnuson, Mark A, Captain/Special Ops Division Commander, Athens-Clarke Co Police Dept

Rutledge, Melanie, Captain, Athens-Clarke Co Police Dept

### **Atlanta**

Jones, Diane, Assistant Chief, Atlanta Dept of Corrections

\*Tsitsior, Alla, Director of IT Infrastructure, Virtual Citadel

### **Conyers**

Arnold, Andrew, Lieutenant, Rockdale Co Sheriff's Office

Levett, Eric, Sheriff, Rockdale Co Sheriff's Office

### **Dalton**

\*Jefferies, Jennifer, Officer, Dalton Police Dept

\*Martin, Serena, Officer, Dalton Police Dept

### **Lilburn**

\*Mondesir, Jean Claude, Senior Police Advisor CAR, Blue Force

### **Pine Mountain**

Ferrone, Daniel, Chief of Police, Pine Mountain Police Dept



## **Snellville**

\*Braud, Kim, Affinity Sales Management Consultant, Nationwide Insurance

## **Villa Rica**

Mansour, Michael, Chief of Police, Villa Rica Police Dept

## **Idaho**

### **Eagle**

\*Reynolds, Ryan K, Senior Public Safety Advisor, Cisco

## **Illinois**

### **Chicago**

\*Churchill, Denise, Account Executive, CSI Leasing Inc

\*Mazur, Elizabeth, Attorney, Loevy & Loevy

Mirabelli, Edward, Sergeant, Loyola Univ Chicago Campus Safety

### **Waukegan**

Kelly, Cory, Lieutenant, Waukegan Police Dept

## **Indiana**

### **Indianapolis**

\*Harshman, Dana, First Sergeant, Indiana State Police

\*Juday, Nicole, Patrol Officer, Indianapolis Metropolitan Police Dept

\*Marshall, Ginger, Trooper, Indiana State Police

Miller-Cronk, Nila, Major, Indiana State Police

Petro, Lori, Captain, Indiana State Police

\*Smith, Aryaun, Trooper, Indiana State Police

### **Leavenworth**

Uland, James P, Chief/Town Marshal, Leavenworth Police Dept

### **Lowell**

\*Henderson, Danielle, Trooper, Indiana State Police

## **Iowa**

### **Vinton**

Dickinson, Eric M, Captain, Vinton Police Dept

## **Kansas**

### **Galena**

Charles, Billy J, Chief of Police, Galena Police Dept

### **Wichita**

\*Woodrow, Nichelle, Sergeant, Wichita Police Dept

## **Kentucky**

### **Nicholasville**

\*Sutter, Craig, Officer, Nicholasville Police Dept

## **Maine**

### **Houlton**

Williams, Jodi Lyn, Supervisory Border Patrol Agent, US Border Patrol/DHS

## **Maryland**

### **Baltimore**

Giese, Reynold J, Operation Bureau Chief/Lieutenant Colonel, Maryland Transportation Authority Police Dept

Pulliam, Jason, Lieutenant, Maryland Transportation Authority Police

Schluderberg, Gordon, Lieutenant, Maryland Transit Administration Police Force

Wallace, Shawn, Lieutenant, Maryland Transit Administration Police Force

### **Hagerstown**

\*Long, David, Recruiting/Training Coordinator, Hagerstown Police Dept

### **Laurel**

\*Das, Arnab, Communications Engineer, Johns Hopkins Univ

## **Perryville**

Morrow, Verlon L, Lieutenant/Commander, Maryland Transportation Authority Police Force

## **Rockville**

\*Rodriguez, Victor, Owner, Capital Services Consulting Agency LLC

## **Massachusetts**

### **Attleboro**

\*Cavanaugh, John, Police Officer, Attleboro Police Dept

### **Boston**

\*Stallings, Patrick, Colonel USA Ret, GENTEX

### **Danvers**

\*Stoll, Perry, Vice President of Product, CyPhy Works

### **Hingham**

\*Hurley, Bryan, Director Business Development, Mission Essential

### **Manchester by the Sea**

Conley, Edward, Chief of Police, Manchester by the Sea Police Dept

### **Quincy**

\*Coppens, Leo, Detective, Quincy Police Dept

### **Scituate**

Thompson, Mark, Deputy Chief of Police, Scituate Police Dept

## **Michigan**

### **Ann Arbor**

Baird, James, Chief of Police, Ann Arbor Police Dept

### **Detroit**

Bliss, Mark, Captain, Detroit Police Dept

### **Flint**

\*Brady, Patrick, Sergeant, Flint Police Dept

### **Olivet**

Garcia, Shawn, Chief of Police, Olivet Police Dept

### **Pontiac**

Jacobs, Stephen, Lieutenant, Oakland Co Sheriff's Office

## **Minnesota**

### **Chaska**

George, Chris, Executive Officer/Sergeant, Chaska Police Dept

### **Two Harbors**

Hogenson, Richard, Assistant Chief of Police, Two Harbors Police Dept

## **Mississippi**

### **Clinton**

\*Rogers, Mark, National Security Advisor, Cisco

## **Missouri**

### **Arnold**

Kenney, Frank, Chief of Police, National Geospatial Intelligence Agency

### **Columbia**

\*Leer, Brian, Sergeant, Boone Co Sheriff's Dept

### **Lees Summit**

Sharp, Mike, Sheriff, Jackson Co Sheriff's Office

### **Saint Louis**

Freet, Daniel, Captain, Univ of Missouri-Saint Louis Police Dept

## **Montana**

### **Bozeman**

Crawford, Steven, Chief of Police, Bozeman Police Dept

## **Nevada**

### **Henderson**

\*Johnson, Shelly, Supervising Law Enforcement Support Specialist, Henderson Police Dept

\*Ramos, Miranda, Communications Center Operations Manager, Henderson Police Dept

## **New Jersey**

### **Camden**

Carmichael, Anthony, Lieutenant, Camden Co Police Dept

Rodriguez, Gabriel, Lieutenant, Camden Co Police Dept

### **Edison**

Mieczkowski, Ron W, Deputy Chief of Police, Edison Police Dept

### **Fort Lee**

Kissane, Patrick, Captain, Fort Lee Police Dept

### **Holmdel**

Ackerson, Jeffrey, Lieutenant, Holmdel Twp Police Dept

### **Jersey City**

Frank, Gloria, Assistant Chief of Police, Port Authority of NY & NJ Police Dept

### **Newark**

\*Brunson, Rod K, Dean and Professor, Rutgers Univ School of Criminology

\*Casalinho, John, Detective, Newark Dept of Public Safety

\*Muhammad, Toye, Detective, Newark Dept of Public Safety

## **New Mexico**

### **Artesia**

Creighton, Wade, Police Lieutenant, Bureau of Indian Affairs OJS

Portillo, Crystal, Supervisory Border Patrol Agent, US Border Patrol/DHS

Warren, Molly, Supervisory Border Patrol Agent, US Border Patrol/DHS

## **New York**

### **Bronx**

Hughes, Stephen, Deputy Chief Strategic Response Group, New York City Police Dept

### **Champlain**

Snell, Diann, Senior Special Agent, US Customs & Border Protection/DHS

### **Jamaica**

Katranakis, Emanuel, Deputy Chief, New York City Police Dept

### **Long Island City**

Conroy, Brian, Assistant Chief School Safety Division, New York City Police Dept

### **Massapequa**

\*Perna, Richie, Sales Director, IntraLogic Solutions

### **New York**

Baldassano, Michael, Deputy Chief Detective Bureau, New York City Police Dept

Frasier, Matthew, Assistant Commissioner Information Technology, New York City Police Dept

Harrison, Rodney, Assistant Chief, New York City Police Dept

Herman, Susan, Deputy Commissioner Collaborative Policing, New York City Police Dept

Hibberd, Neil, UK Police Senior Counter Terrorism Advisor, New Scotland Yard

\*Hunt, Vanessa, Client Executive, IBM

Keesee, Tracie, Deputy Commissioner Training, New York City Police Dept

\*Kosseim, Amin, Vice President Business Development, Copsync Inc

Lott, Eddie, Inspector, New York City Police Dept  
 Maloney, Kevin, Inspector, New York City Police Dept  
 Martinez, Raymond, Deputy Inspector Personnel Bureau,  
 New York City Police Dept  
 \*Millius, Peter, CEO, PM Technology Consultants LLC  
 Nicholson, Kevin, Inspector Information Technology, New  
 York City Police Dept  
 O'Connell, John, Deputy Chief Counterterrorism Division,  
 New York City Police Dept  
 O'Neill, Brian, Assistant Chief, New York City Police Dept  
 Rogers, John, Lieutenant Commander/Detective, New York  
 City Police Dept  
 Schnedler, Christian, Computer Operations Manager, New  
 York City Police Dept  
 \*Simons, Brian, Director, Persistent Systems  
 Tasso, Anthony M, Inspector Information Technology, New  
 York City Police Dept  
 Trainor, Timothy, Deputy Chief Public Information, New York  
 City Police Dept

#### **Shokan**

Baker, Donald, Chief of Police, Town of Olive Police Dept

#### **Staten Island**

\*Broderick, Harold, Assistant Professor, St John's Univ

### **North Carolina**

#### **Apex**

\*Hansen, Deborah, Corporal, Apex Police Dept

#### **Burlington**

\*Coggins, Megan, Police Officer, Burlington Police Dept  
 Burlington

\*Matherly, Jennifer, Sergeant, Burlington Police Dept

#### **Cary**

Dezomits, Toni, Assistant Chief of Police, Cary Police Dept

#### **Charlotte**

\*Battaglia, James, North Carolina State Program Manager,  
 Paragon Systems Inc

#### **Clinton**

\*Cotton, Sharlene, Sergeant, North Carolina State Hwy  
 Patrol

#### **Concord**

\*Carlson, Phil, Co-Owner/Lead Instructor, Command Pres-  
 ence Training Associates

#### **Durham**

Browne, April, Captain, Durham Police Dept  
 Campbell, Denise, Lieutenant, Durham Police Dept  
 Restrepo, Tammy, Lieutenant, Durham Police Dept

#### **Fort Bragg**

\*Olavarria, George, Deputy Director, Directorate of Emer-  
 gency Services

#### **Hamlet**

\*Wilson, Johelliah, First Sergeant, North Carolina State Hwy  
 Patrol

#### **Hendersonville**

\*Durner, Malinda, School Resource Officer, Hendersonville  
 Police Dept

#### **Kings Mountain**

\*Stewart, Frank, President, Premier Body Armor LLC

#### **Raleigh**

\*Howard, Eva, Senior Officer, North Carolina State Univ  
 Police Dept

#### **Spring Lake**

Clark, Lance, Major, US Army

#### **Wilson**

\*Batchelor, Licia, Sergeant, Wilson Police Dept  
 \*Daniels, Melissa, Senior Police Officer, Wilson Police Dept  
 \*Gregory, Ashley, Senior Police Officer, Wilson Police Dept

<http://www.policechiefmagazine.org>

\*Monroe, Shanita, Police Officer I, Wilson Police Dept  
 \*White, Sacejewia, Police Officer I, Wilson Police Dept

### **North Dakota**

#### **Fargo**

Renner, Ross, Deputy Chief of Police, Fargo Police Dept

### **Ohio**

#### **Akron**

\*Louscher, Susan, CEO/Principal Consultant, Foresight  
 Innovation Partners

#### **Cincinnati**

Bailey, David J, Executive Assistant Chief of Police, Cincin-  
 nati Police Dept

#### **Columbus**

Davis, Jeffrey S, Policy & Accreditation Commander/Lieu-  
 tenant, Ohio State Hwy Patrol

#### **Painesville**

Frisone, David, Director, Lake Co Narcotics Agency

#### **Roaming Shores**

Dipadova, Tim, Chief of Police, Roaming Shores Police Dept

#### **University Heights**

Holden, James L, Lieutenant, University Heights Police Dept

#### **Youngstown**

Werth, Todd, Supervisory Senior Resident Agent, FBI

### **Oklahoma**

#### **Tulsa**

Hunt, William L, Director of Public Safety, Oral Roberts Univ

### **Oregon**

#### **Hillsboro**

\*Crecelius, Cheryl, Corporal, Washington Co Sheriff's Office  
 \*Degman, Karlyn, Sergeant, Washington Co Sheriff's Office

### **Pennsylvania**

#### **Damascus**

\*Knox, Richard, Supervisory Federal Air Marshal Ret, INVEX

#### **Denver**

Arment, Terry L, Chief of Police, East Cocalico Twp Police  
 Dept

#### **Everett**

Emerick, Wayne E, Chief of Police, Everett Police Dept

#### **Glenside**

\*Menken, Jeffrey, Director of Business Development,  
 Drakontas LLC

#### **Langhorne**

Feeney, Peter C, Lieutenant, Middletown Twp Police Dept  
 Forman, Stephen E, Lieutenant, Middletown Twp Police  
 Dept

#### **Pittsburgh**

\*Mitts, Steve, Business Development Director, ChemImage  
 \*Stefanon, Gregory, Cyber Analyst, Barclays

#### **Taylor**

Derenick, Stephen, Chief of Police, Taylor Borough Police  
 Dept

### **South Carolina**

#### **Williamston**

Taylor, Tony, Chief of Police, Williamston Police Dept

### **Tennessee**

#### **Alcoa**

Carswell, David, Chief of Police, Alcoa Police Dept

#### **Memphis**

Hardy, Michael, Deputy Chief of Police, Memphis Police  
 Dept

### **Texas**

#### **Austin**

Ayala, Phillip, Major, Texas Dept of Public Safety

#### **College Station**

Perkins, Chris, Lieutenant, College Station Police Dept

#### **Denison**

\*Luper, Odis, Security/Emergency Management, Denison  
 High School

#### **Forest Hill**

Yancey, Steve, Captain, Forest Hill Police Dept

#### **Galena Park**

Mata, Edward J, Chief of Police, Galena Park Police Dept

#### **Haltom City**

Phillips, Cody, Chief of Police, Haltom City Police Dept

#### **Houston**

\*Murray, Susie, Support Services Supervisor, City of West  
 University Place Police Dept

#### **Irving**

\*Adams, Tim, Regional Sales Manager, Cisco Systems

#### **Kerrville**

\*Anderson, Kevin, CEO & President, Anderson Software  
 P3 Intel

#### **Palestine**

Herod, John, Assistant Chief of Police, Palestine Police Dept

#### **San Antonio**

\*Farmer, Jack, Principal, OnPoint Solutions

#### **Wills Point**

\*Powell, Robbins, Police Officer, Wills Point Police Dept

### **Utah**

#### **Salt Lake City**

\*Clark, Randolph, Vice President Sales, SARCOS Robotics

### **Vermont**

#### **Bradford**

Stiegler, Jeffrey, Chief of Police, Bradford Police Dept

### **Virginia**

#### **Alexandria**

\*Davidson, Joseph Peter, Law Enforcement Advisor, Engility  
 Corp

\*Kortuem, Olivia Lynn, Project Lead, US Dept of Defense

\*Schilling, Clayton, Laboratory Director, CACI Digital Foren-  
 sics Laboratory

#### **Arlington**

\*Berndl, Michael, Law Enforcement Liaison, Geotime

#### **Charlottesville**

\*Landers, Lianne, Director of Communications, Microlab Inc

#### **Herndon**

\*Cotton, Rob, Director, Harris Corp

\*Jones, Darin, Redaction as a Service, CACI

\*Walker, Gary, Vice President, MicroPact Global Inc

#### **Manassas**

Bisek, John, Lieutenant, Manassas Police Dept

#### **Strasburg**

Sager, Wayne, Captain, Strasburg Police Dept

#### **Woodbridge**

Brisueno, Anthony, Major, Pentagon Force Protection  
 Agency

### **Washington**

#### **Mattawa**

Harris, Joe, Chief of Police, Mattawa Police Dept

#### **Olympia**

Brown, Stacy, Chief of Police, Evergreen State College  
 Police Dept



### Seattle

\*Crown, Steven, Fire Investigator, King Co Sheriff's Office

\*Hall, Kyle, Product Manager, Socrata

Moren, Daniel, Director, Northwest HIDTA

### Wisconsin

#### Delavan

Clark, Raymond, Chief of Police, Town of Delavan Police Dept

#### Marshfield

Zeps, Pat, Lieutenant, Marshfield Police Dept

#### Milwaukee

LaFleur, W Scott, Investigator, Milwaukee Co District Attorney's Office

Shepard, James, Captain, Milwaukee Police Dept

#### Pewaukee

\*Baumann, Kate, Training Assistant, Waukesha Co Technical College

#### Whitefish Bay

Rossmann, Daniel, Sergeant, Whitefish Bay Police Dept

### Wyoming

#### Jackson

\*Stephens, Shawn, IT Manager/Detective, Jackson Police Dept

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

Ruben G. Davis, Constable, Fort Bend County Constable's Office, Missouri City, Texas

Eriks M. Svede, Deputy Chief (Ret.), California Highway Patrol, Rancho Mirage, California (life member)



**REMEMBER:**  
Law enforcement professionals at every level qualify for membership in the IACP.

# IDENTIFY GUNS IN THE FIELD



## Police Officer's Guide to Recovered Firearms

Available now for **FREE** in the iTunes App Store, or visit the mobile optimized web site from your mobile device



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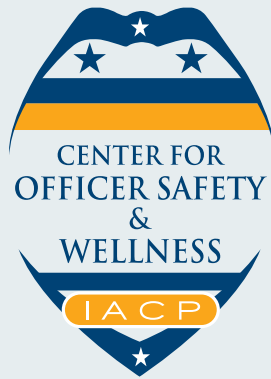
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The mobile app and mobile web are provided through a partnership between IACP, BJA, and ATF, and is a product of Project Safe Neighborhoods.





## 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.

**Police Officer Jose Gilbert Vega**  
Palm Springs Police Department,  
California  
Date of Death: October 8, 2016  
Length of Service: 35 years

**Sergeant Luis A. Meléndez-Maldonado**  
Puerto Rico Police Department  
Date of Death: October 12, 2016  
Length of Service: 30 years

**Police Officer Aaron J. Christian**  
Chesapeake Police Department,  
Ohio  
Date of Death: October 18, 2016  
Length of Service: 1 year

**Deputy Sheriff Jack Hopkins**  
Modoc County Sheriff's Office,  
California  
Date of Death: October 19, 2016  
Length of Service: 1 year (with agency)

**Sergeant Alfonso Lopez**  
Los Angeles County Sheriff's  
Department, California  
Date of Death: October 24, 2016  
Length of Service: 47 years

**Trooper Timothy P. Pratt**  
New York State Police  
Date of Death: October 26, 2016  
Length of Service: 29 years (with agency)

**Sergeant Allen Brandt**  
Fairbanks Police Department,  
Alaska  
Date of Death: Oct 28, 2016  
Length of Service: 11 years

**Police Officer James Brockmeyer**  
Chester Police Department, Illinois  
Date of Death: October 28, 2016  
Length of Service: 10 months

**Police Officer Myron Jarrett**  
Detroit Police Department, Michigan  
Date of Death: October 28, 2016  
Length of Service: 8 years

**Deputy Sheriff Dan Glaze**  
Rusk County Sheriff's Office,  
Wisconsin  
Date of Death: October 29, 2016  
Length of Service: 7 years

**Sergeant Rod Lucas**  
Fresno County Sheriff's Office,  
California  
Date of Death: October 31, 2016  
Length of Service: 20 years

**Deputy Sheriff Scott Williams**  
Taylor County Sheriff's Office,  
Florida  
Date of Death: October 31, 2016  
Length of Service: 1 year, 5 months  
(with agency)

**Police Officer Jorge Sanchez**  
Miami Police Department, Florida  
Date of Death: November 1, 2016  
Length of Service: 21 years

**Police Officer Justin Martin**  
Urbandale Police Department, Iowa  
Date of Death: November 2, 2016  
Length of Service: 1 year, 3 months

**Sergeant Paul Tuozzolo**  
New York City Police Department,  
New York  
Date of Death: November 4, 2016  
Length of Service: 19 years

**Sergeant Patrick Sondron**  
Peach County Sheriff's Office,  
Georgia  
Date of Death: November 6, 2016

**Police Officer Cody Brotherson**  
West Valley City Police Department,  
Utah  
Date of Death: November 6, 2016  
Length of Service: 3 years

**Police Officer Darrin Reed**  
Show Low Police Department,  
Arizona  
Date of Death: November 8, 2016  
Length of Service: 10 years

**Deputy Sheriff Daryl Smallwood**  
Peach County Sheriff's Office,  
Georgia  
Date of Death: November 8, 2016



# Product update

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



## Body-worn camera

Kustom Signals, Inc., announces the Eyewitness Vantage, Officer Worn Video in HD. Eyewitness Vantage supports HD (1080p, 720p60, 720p30), as well as SD video resolution, allowing agencies to select the video resolution and storage combination that best meets their needs. Vantage also offers excellent low-light capability, including configurable day and night modes and IR LEDs. Agencies can decide to record with sensitivity similar to the human eye or capture even more detail with these configurable features. Its simple operation allows officers to focus on the task at hand, not their cameras. Cold weather users will appreciate being able to operate the camera with their gloves on. This body camera is compact, lightweight, and packed with features to help capture the officer's perspective. Features like configurable pre-event recording (up to 30 seconds) and GPS coordinates capture take place with no officer interaction. Configure the camera to include audio mute and bookmarking or disable those features.

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

## Traceable forensic liquid

SmartWater CSI, LLC, offers SmartWater, a multi-platform system that has had success worldwide in deterring crime. Developed 20 years ago by retired police officer Phil Cleary and his chartered chemist brother Mike Cleary, SmartWater is a strong brand in the U.K. and is now making a strong impact on crime prevention in the United States. It is helping law enforcement agencies, commercial businesses, and homeowner's associations combat crime, often placing criminals at the scene of the crime. But just as important is its role in reducing and deterring crime. SmartWater is a traceable forensic liquid that can be applied to items of value. When scanned by a fluorescent light, it links the stolen item to a specific owner.

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

## Video management system

IPVideo Corporation, a leading manufacturer of IP-based video surveillance and command center solutions, introduces Mosaic Enterprise. It caters to large-scale, single-site, multi-building applications and supports the latest 4K cameras, streamlines workflows and operator efficiency, and provides advanced investigative tools and sophisticated export tools that make it easy to consolidate relevant video evidence for forensic review. Powerful features include interactive, multilayered maps with integrated alarm management; a camera navigator function that makes it easy to track moving objects as they move between camera views; the ability to push video from smartphones directly to the VMS interface; and "ONVIF Bridge"—a feature that allows video streams from Mosaic to be shared with third-party video management systems.

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



## School security program

IntraLogic Solutions partners with Rave Mobile Safety to develop powerful emergency and crisis response solutions for schools. This all-in-one solution combines Rave Mobile Safety's Panic Button, which enables school personnel to instantly contact 9-1-1, with Intralogic Solutions technology, which features immediate single-click building lockdown and first responder-enhanced intelligence, access to video surveillance, digital floor plans, detailed facility maps, and remote access control. This powerful package allows school personnel to react more rapidly and gives first responders the tools they need to more effectively assess and respond to and address any crisis or critical incident.

For more information, visit [www.ravemobilesafety.com](http://www.ravemobilesafety.com) or [www.intralogicsolutions.com](http://www.intralogicsolutions.com).



## High-intensity LED spotlight

Larson Electronics has added a high-intensity LED spotlight to their line of products: LED90WRE, an ultra-compact LED light producing a 5,950 lumen output with low voltage and low amp draw, a 50,000-hour service life, and 12 to 32 volt compatibility. It is constructed with a single 90 watt CREE LED and with a high-output reflector to produce a narrow 10-degree-spread spot beam approximately 3,250 feet long. This spotlight is built for durability and versatility with a low-profile design, low power requirements, and versatile mounting options within an impact-resistant housing. The 8.7"-diameter lamp and reflector assembly is protected by a polycarbonate lens that is sealed against water and dust.

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



## Modular crime laboratory

HEMCO Modular Crime Labs feature a modular construction design that is cost effective and time efficient compared to traditional construction. An entire laboratory workspace is pre-engineered—including the structure and the lab furniture and fume hoods to outfit the interior. The wall panels have a white fiberglass surface for chemical resistance and excellent light reflectivity. Because of the modular construction, the structure can be easily assembled, modified in the future, or disassembled and moved if required. Ceiling HEPA filtration is designed to meet needs from a just-cleaned-up area from the surrounding environment to class 1000 (ISO 6). Door, lighting, and electrical options are provided as requested.

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

## Safe areas for in-person transactions originating online

Safe Deal Zone was started a little over a year ago to provide a central place for law enforcement and municipalities to research and submit Safe Deal Zones for citizens conducting face-to-face transactions originating from Craigslist, Etsy, LetGo, Close5, 5Miles, and other online classified ads. While the enterprise has been successful in garnering some media attention and many new submissions, the pace of creating new zones is outpacing the database, and Safe Zone Deal needs law enforcement's help. Agencies can submit their Safe Zones through the website. It is free to submit and free for anyone to search. Safe Zone lookup can be accessed at [www.safeddeal.zone/safe-transaction-zone-finder](http://www.safeddeal.zone/safe-transaction-zone-finder), and the Safe Zone submission form can be accessed at [www.safeddeal.zone/safe-zone-submission](http://www.safeddeal.zone/safe-zone-submission).

For more information, visit [www.safeddeal.zone](http://www.safeddeal.zone).

## Rugged notebook

GammaTech Computer Corp. brings its DURABOOK S15AB rugged notebook to public safety professionals. Featuring a generous 15.6" full high-definition LCD display, the S15AB comes with Intel's latest generation Broadwell U Series CPU, up to 16GB of memory, and the popular built-in DURABOOK toughness. Designed to withstand the harshest environments, the unit meets or exceeds the most difficult environmental specifications. Its C face (including keyboard, keypad, buttons, and indicators) offers spill protection. It supports an assortment of wireless communications methods, has ample HDD/SSD and ODD storage and over 8.5 hours of battery life, and it is compatible with Windows 10 and Windows 7 operating systems.

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

## Gunfire detection mobile app

SST, Inc., announces a new mobile app designed to extend ShotSpotter Flex alerts to a new native browser user-interface and native mobile iOS and Android platforms. With the new mobile app, more law enforcement users will have access to the valuable ShotSpotter service beyond the dispatch office or squad car, with real-time gunfire alerts delivered anytime, anywhere on any iOS or Android mobile phone, tablet, or desktop. The new mobile app is designed to provide timely situational awareness information to speed up officer response time and improve safety. Each alert provides key information for each incident, including incident time, number of rounds, and the location with a highlighted evidence search area.

For more information, visit [www.shotspotter.com/shotspotter\\_mobile](http://www.shotspotter.com/shotspotter_mobile).





# IACP Membership Application

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

DO NOT USE

Name: \_\_\_\_\_ (Please Print)  
First Middle Initial Last

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

Agency/Business Name: \_\_\_\_\_

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

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

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

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

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

Send mail to my ☐ Business ☐ Residence Address

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

Website: \_\_\_\_\_

Have you previously been a member of IACP? ☐ Yes ☐ No

Date of Birth: (MM/DD/Year) \_\_\_\_/\_\_\_\_/\_\_\_\_ I am a sworn officer. ☐ Yes ☐ No

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

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

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

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

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

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

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

☐ I have an Active Member Sponsor – Their name is: \_\_\_\_\_

☐ I do not have an Active Member Sponsor. The IACP Executive Director will sponsor new members without a sponsor. Please allow for additional time in processing your application.

**Amount to be charged** \_\_\_\_\_ (U.S. dollars only—Membership includes subscription to *Police Chief* magazine valued at \$30. Student members receive online *Police Chief* magazine access.)

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

Charge to: ☐ MasterCard ☐ VISA ☐ American Express ☐ Discover

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

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

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

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

All memberships expire December 31 of each calendar year. Applications received after August 1 will expire the following year. Return completed application via mail, fax (703-836-4543) or email (membership@theiacp.org). Questions? Contact Membership at 800-THE-IACP.

## Membership Categories

Information on membership categories, benefits, and eligibility can be found on the IACP web site [www.theiacp.org/membership](http://www.theiacp.org/membership)

☐ Active Member \$150  
(sworn command level)

### Associate Member:

☐ General \$150

☐ Academic \$150

☐ Service Provider \$250

☐ Sworn Officer—Leader of Tomorrow \$75  
(sworn non-command level)

☐ Student—Leader of Tomorrow \$30  
(full-time students/not employed in a full-time position)  
University name: \_\_\_\_\_

### Optional Section Memberships:

(IACP Membership is a prerequisite for Section Membership)

☐ Capitol Police Section \$30

☐ Defense Chiefs of Police Section \$15

☐ Drug Recognition Expert (DRE) \$25

☐ Indian Country Law Enforcement \$25

☐ Intl Managers Police Academy & College Training \$25

☐ Law Enforcement Information Management (LEIM) \$25

☐ Legal Officers \$35

☐ Mid-Sized Agencies Section \$50

☐ Police Foundations Section \$20

☐ Police Physicians \$35

☐ Police Psychological Services—initial processing fee \$50

☐ Public Information Officers \$15

☐ Public Transit Police No Charge

☐ Railroad Police No Charge

☐ Retired Chiefs No Charge

☐ Smaller Department \$20

☐ S & P Police Alumni Section No Charge

☐ S & P Police Academy Directors No Charge

☐ S & P Police Planning Officers No Charge

☐ University/College Police—Initial Member \$50

☐ University/College Police—Additional members \$15



# 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: \_\_\_\_\_

Website: \_\_\_\_\_

IACP Membership #: \_\_\_\_\_

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

- |   |                               |
|---|-------------------------------|
| <input type="checkbox"/> Capitol Police Section .....   | \$30                          |
| <input type="checkbox"/> Defense Chiefs of Police Section .....   | \$15                          |
| <input type="checkbox"/> Drug Recognition Expert Section .....  | \$25                          |
| <input type="checkbox"/> Indian Country Law Enforcement Section .....   | \$25                          |
| <input type="checkbox"/> International Managers of Police Academy and College Training Section .....            | \$25                          |
| <input type="checkbox"/> Law Enforcement Information Management Section .....                                   | \$25                          |
| <input type="checkbox"/> Legal Officers Section .....   | \$35                          |
| <input type="checkbox"/> Mid-Size Agencies Section .....  | \$50                          |
| <input type="checkbox"/> Police Foundations Section .....   | \$20                          |
| <input type="checkbox"/> Police Physicians Section .....  | \$35                          |
| <input type="checkbox"/> Police Psychological Services Section .....  | (initial processing fee) \$50 |
| (Must be a psychologist. Upon admission to the section, \$50 processing fee applies to annual dues)             |                               |
| <input type="checkbox"/> Public Information Officers Section .....  | \$15                          |
| <input type="checkbox"/> Public Transit Police Section .....  | No charge                     |
| <input type="checkbox"/> Railroad Police Section .....  | No charge                     |
| <input type="checkbox"/> Retired Chiefs of Police Section .....   | No charge                     |
| <input type="checkbox"/> Smaller Department Section .....   | \$20                          |
| <input type="checkbox"/> State and Provincial Police Alumni Section .....                                       | No charge                     |
| <input type="checkbox"/> State and Provincial Police Academy Directors Section .....                            | No charge                     |
| <input type="checkbox"/> State and Provincial Police Planning Officers Section .....                            | No charge                     |
| <input type="checkbox"/> University/College Police Section – Initial Member .....                               | \$50                          |
| <input type="checkbox"/> 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: \_\_\_\_/\_\_\_\_

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

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

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

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 62564, Baltimore, MD 21264-2564

3. Pay by Purchase Order: Mail purchase order along with form to: IACP: Membership, 44 Canal Center Plaza, Suite 200, 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/province State House.

## Defense Chiefs of Police Section

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

## Drug Recognition Expert Section

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

## Indian Country Law Enforcement Section

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

## 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.

## Legal Officers Section

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

## Mid-Size Agencies Section

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

## Police Foundations Section

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

## Police Physicians Section

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

## Police Psychological Services Section

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

## Public Information Officers Section

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

## Public Transit Police Section

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

## Railroad Police Section

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

## Retired Chiefs of Police Section

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

## Smaller Department Section

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

## State and Provincial Police Academy Directors Section

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

## State and Provincial Police Planning Officers Section

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

## State and Provincial Police Alumni Section

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

## University/College Police Section

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



# Mobile Smartphone Safety Apps: Valuable Proactive and Reactive Tools

By Ed Posey, Captain (Ret.),  
Gainesville, Florida, Police  
Department, IACP CJIS Committee  
Member

Mobile safety applications for smartphones are now available to help law enforcement agencies improve the safety of the citizens they serve. Some of these applications (apps) were initially targeted for use by universities and colleges; however, these apps are now being used by cities, counties, private companies, and other institutions such as hospitals.

Law enforcement administrators often say they want to do everything possible to keep their communities safe. While this may be true, in reality, “everything possible” is constrained by practicality and budgets. With that said, no law enforcement leader wants to be the person on the stand when the attorney asks “If almost every other institution has invested in a smartphone safety app to help protect its community, why didn’t you?” The investment necessary to use a mobile safety app doesn’t need to be enormous, like some traditional infrastructure elements. Professionally created mobile safety apps for smartphones range in price from just a few hundred dollars up to several thousands of dollars per month. And, as with most technology, spending more doesn’t always guarantee a better product. Further, it’s clear that mobile safety apps do provide numerous services that citizens see as valuable tools to help improve their safety.

## Safety App Example: University of Florida

University and college police departments work diligently to keep students, faculty, and staff safe. High-priority safety concerns on campuses include active shooters, suicides, alcohol and drug overdoses, stalking, and sexual assaults, to name a few. In an effort to improve the safety of its university community, the University of Florida (UF) has contracted with a company to provide a smartphone safety app named GATORSAFE to be used as a tool for summoning assistance and sending mass notifications of ongoing emergencies, as well as other uses. The app is available on both iPhones and Android, and the number of users

*Smartphone apps are constantly being improved and updated, and, as smartphones become ubiquitous, they may prove a useful way for many agencies—not just university police departments—to communicate with their community members.*

of the GATORSAFE App is expected to increase dramatically during the fall semester. The app is currently divided into several parts. There is an “Alerts” header on the app that can be changed and updated as needed and a UF Public Safety Twitter feed below the header. At the bottom of the screen, there is an area where users can find out more information on the app and set their personal preferences.

The app’s home-page also includes nine large buttons, with a prominent Emergency Contacts button. When the user taps the Emergency Contacts button, he or she is given several choices: they can immediately call 9-1-1 or they can use the device as a “Mobile BlueLight,” a function that calls the UF Dispatch Center and sends the person’s location. The user also has the options to Text to 9-1-1 or call the non-emergency numbers for the campus or local law enforcement agencies.

The Safety Toolbox button allows a user to activate the phones’ flashlight or a loud audible alarm. Users can also send their location to others. This can be useful if people are in need of

assistance and can’t talk, or if they are unfamiliar with their surroundings and want to meet up with friends. They can also send their location to a contact in their phones (such as a friend or a parent) to watch a moving dot on a map as they travel across campus to increase their safety. The Safety Toolbox also includes a link to current weather





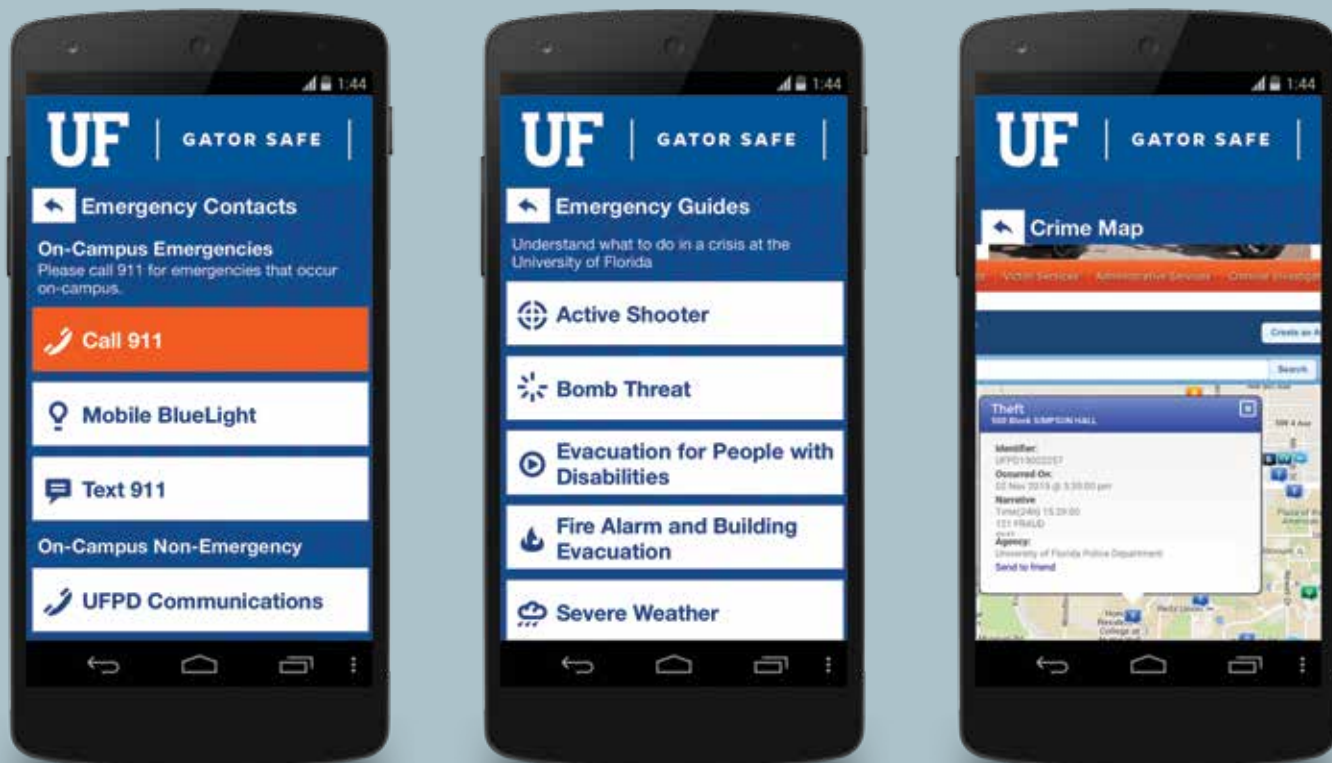
# IACP Member DISCOUNTS

IACP has partnered with nationally known providers to bring all members exclusive discounts through the IACPpreferred program.

Visit the members discount site today!

<http://www.theiacp.org/Welcome-to-IACPpreferred>





information and allows users to chat with a UF dispatcher.

In addition, the app is currently designed to enable users to send photos or videos to a law enforcement agency. Imagine how important that information could be during a critical incident—on campus or in a non-university setting. For example, on January 15, 2009, when Captain Sulenberger safely landed US Airways Flight 1549 on the Hudson River, during the incident dubbed the “Miracle on the Hudson,” the major news organizations had photos and video of the incident before law enforcement personnel arrived on the scene. Dispatchers were called, but they could not see what was happening. Photos and video make it much easier for dispatch personnel to understand exactly what is going on during an emergency, which allows them to better direct law enforcement and send the right resources (law enforcement, fire, EMS, etc.).

The app also includes Emergency Guides. This information can be updated as needed in real time and is available offline. These include guidelines to follow in the event of an active shooter, a bomb threat, a suspicious package or mail, or a fire alarm. It also provides information on building evacuation considerations, severe weather information, and what steps should be taken during utility outages or disruption. The app additionally contains information on what a student should do if a roommate is passed out due to alcohol or drug use, including information regarding the UF’s amnesty rule (students at UF are not disciplined if they call for assistance in such circumstances). As demonstrated by this functionality, the platform has the

capability for additional menus with helpful secondary resources that can be customized to the community’s particular needs or risks.

There is an interactive campus map and a crime map that identifies crimes that have occurred around the UF Gainesville campus. UF Alerts are sent to all users via the platform’s push notification system, depending on the user preferences and work areas. In addition, the app has information on transportation that is available to students, staff, and faculty, including real-time bus tracking; information on SNAP (Student Nighttime Auxiliary Patrol), which provides transportation at night on campus; Uber contact information; Gator Lift (a scheduled van service); and the employee campus cab.

UF has developed several ways to assist students, faculty, and staff. This information is provided to the UF community via the “U Matter, We Care” initiative. It includes counselling that is available 24/7, information on how to contact the Office of Victim Services, information for students or employees in distress, and other community resources.

The app is accompanied by a cloud-based dashboard that allows the agency or company to modify and change any portion of the app. The dashboard can also be used to receive and store information sent from the smartphone apps.

The customization available on these platforms, combined with the mass notification capability, have made every student’s phone a valuable proactive and reactive tool. Smartphone apps are constantly being improved and updated, and, as smartphones become ubiquitous, they may prove a useful way for many agencies—not

just university police departments—to communicate with their community members. ♦

**Ed Posey** retired after 30 years as a captain at the Gainesville, Florida, Police Department and is currently an administrative specialist for the University of Florida Police Department. He is a current member of the IACP CJIS Committee and an LEIM board member.

Mobile apps aren’t just for universities. The IACP Center for Social Media includes resources for police departments considering apps, including news stories, a model policy, fact sheets, and real-life examples from agencies. Visit [www.IACPsocialmedia.org/Technologies.aspx](http://www.IACPsocialmedia.org/Technologies.aspx) and select “Apps” from the list of platforms.



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## Raising Awareness of Winter and Holiday Traffic Dangers



By Michael Fergus, Program Manager, IACP

December has arrived—and with it comes all the promise of holiday fun and excitement. However, public safety officials also recognize December as a time of increased traffic on the roadways; drivers going to and from holiday parties; and, often, the first snow and ice of the winter season. While many families are decorating their homes, shopping for gifts, and planning travel to be with families and friends, law enforcement officers, transportation workers, and other emergency responders are preparing for one of their busiest seasons of the year.

At a time when U.S. traffic deaths are increasing after years of decline, public safety officials are reaching out to the driving public

to raise awareness of the combined danger of increased traffic volume; impaired, drowsy, and distracted driving; early darkness; and potentially hazardous weather conditions of the winter months.<sup>1</sup> Already, in late October 2016, Montana State Police reported eight crashes in Silver Bow County in less than three hours as the result of a two- to four-inch snowfall.<sup>2</sup>

State departments of transportation, law enforcement agencies, and other public safety organizations have produced public service announcements, billboards, press releases, and other materials with tips and advice to help keep travelers safe. They urge preparedness, awareness of snow removal equipment, and guidance for driving in poor weather conditions. The following are some examples of campaigns and materials produced around the United States and Canada.

### Winter Weather Awareness

The Michigan State Police Office of Highway Safety Planning (OHSP) launched the Drive Slow on Ice and Snow campaign to raise awareness of hazardous driving conditions caused by winter weather. The initiative includes billboards, printed materials, television ads, and online resources designed to remind drivers that Michigan weather can change quickly—and they need to be cautious.

Michigan officials are also focused on their response to winter traffic incidents. In January 2015, a 193-vehicle pileup occurred on Interstate 94 near Battle Creek during a heavy snowstorm.<sup>3</sup> Because of the large number of vehicles involved, clearing the highway was a monumental task and tracking the location of towed vehicles was a considerable challenge. That incident prompted the Michigan State Police and the Michigan Department of Transportation to create a special tag to help identify and track towed vehicles. One use of the tag is to track where the vehicle goes and to give the tow company a vehicle ID and complaint number. Large printed number tags are used to identify the vehicles and assist with keeping track of them in all photographs. This assigned number is also used on the crash report. Vehicle tags are completed at the scene, letting responders know the vehicle was checked and who checked it. Once the tag is completed, the vehicle can be removed from the scene. The information on the tag can later be transferred to the report, and any witness statements can be written on the back of the tag. When information is not completed, it lets investigators know that the occupants were not interviewed or identified and further follow-up on the vehicle is required.

### Sharing the Road with Snowplows

Another major concern of public safety officials during the winter months is driver encounters with snowplows. These massive vehicles are critical for the clearing of snow from the roadways, often applying material to treat the road surface as they plow. The combination of swirling snow and dust from the salt or sand being spread by the plow can make it difficult for drivers in following vehicles to see clearly. In Ontario, a campaign sponsored by the Ontario Road Builders Association provides posters and other informational materials with safety advice for drivers encountering snowplows through the website [www.snowplowsafety.ca](http://www.snowplowsafety.ca). The Massachusetts State Police also offer guidance for drivers with a useful diagram depicting the plow driver's limited field of view.<sup>4</sup>



A billboard promoting the Drive Slow on Ice & Snow safety campaign (Michigan). Image courtesy of Michigan State Police.



**MICHIGAN DEPARTMENT OF STATE POLICE**  
**MULTIPLE VEHICLE INCIDENT IDENTIFICATION TAG**

Vehicle Crash Tag #: \_\_\_\_\_  
 Report #: \_\_\_\_\_  
 Crash Date: \_\_\_\_-\_\_\_\_-\_\_\_\_  
 Last 6 of VIN: \_\_\_\_\_

Vehicle plate: \_\_\_\_\_  
 Year: \_\_\_\_ Make: \_\_\_\_\_ Model: \_\_\_\_\_ Color: \_\_\_\_\_

Damage Location: 0 1 2 3 4 5 6 7 8 9 10 11 12 Severity: 1 2 3 4 5

Driver Name: \_\_\_\_\_ TX #: \_\_\_\_\_  
 # Occupants: \_\_\_\_\_ Occupant Positions: 1 2 3 4 5 6 7 8 9 10 other

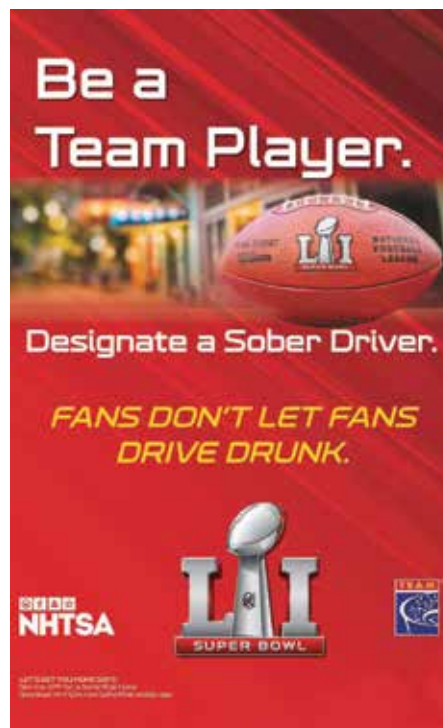
Injuries: ☐ Yes ☐ No ☐ Multiple Position #: \_\_\_\_\_ Hospital: \_\_\_\_\_  
 Photos Taken: ☐ Yes ☐ No Taken By: \_\_\_\_\_  
 Towed By: \_\_\_\_\_ Hold: ☐ Yes ☐ No

Tag #: \_\_\_\_\_ Tag #: \_\_\_\_\_ Tag #: \_\_\_\_\_ Tag #: \_\_\_\_\_  
 Report #: \_\_\_\_\_ Report #: \_\_\_\_\_ Report #: \_\_\_\_\_ Report #: \_\_\_\_\_  
 Tow: \_\_\_\_\_ Tow: \_\_\_\_\_ Tow: \_\_\_\_\_ Tow: \_\_\_\_\_

This multiple vehicle incident form helps Michigan State Police troopers track vehicles following an incident. Image courtesy of Michigan State Police.



Left: Plow safety tips poster (Ontario). Image courtesy of Ontario Road Builders Association. Right: NHSTA Super Bowl-themed poster for the Fans Don't Let Fans Drive Drunk campaign.



## Holiday and Event Traffic

The holiday season also brings increased traffic enforcement through targeted campaigns. These initiatives usually begin before the U.S. Thanksgiving travel period and continue through the New Year holiday. Additional campaigns focus on impaired driving associated with the Super Bowl in early February. On November 4, the National Highway Traffic Safety Administration (NHTSA) announced the availability of materials for the new marketing effort to counter drunk driving for Super Bowl LI.<sup>5</sup> NHTSA's Fans Don't Let Fans Drive Drunk campaign encourages people to make plans ahead of time that will prevent them from getting behind the wheel of a vehicle after drinking. Posters and other materials for the campaign are available through

Traffic Safety Marketing, NHTSA's one-stop shop for the latest highway traffic safety communications news, campaign materials, and marketing techniques. The website [www.trafficsafetymarketing.gov](http://www.trafficsafetymarketing.gov) has television ads, posters, and other materials, including marketing materials for the SaferRide app, which is designed to help keep drunk drivers off the roads by allowing users to call a taxi or a friend and identifying the caller's location so he or she can be picked up.

## Officer Safety

The IACP recently completed a project that looked at high-visibility education and enforcement (HVEE) pilot programs in four states. These initiatives used NHTSA fatality analysis reporting system (FARS) data to identify specific issues in

each state, then brought together state police, state safety office representatives, and local sheriff's offices and police departments to develop an HVEE program targeting the state's specific safety concern. Throughout the project, officer safety was a priority. The IACP, in partnership with NHTSA, recently published an officer safety checklist for high-visibility enforcement initiatives. It includes talking points for roll call and checklists for officers and supervisors. An overview of the HVEE project and a request form for the officer safety checklists are available at [www.theIACP.org/HVEE](http://www.theIACP.org/HVEE).

## Officer Winter Traffic Safety

Agencies that operate in regions that are subject to ice and snow must ensure their officers and their vehicles are prepared, as well. Vehicles must be equipped with the right tires that are properly inflated. Winter wiper blades will reduce the amount of snow and ice that collect on the blades and help ensure clear visibility during the winter months. As temperatures drop, condensation can occur in gas tanks; making sure there is an appropriate level of fuel in vehicles can help prevent this problem. Antifreeze levels should be checked, and the engine oil viscosity should be appropriate for winter conditions.

One of the most important pieces of safety equipment is an ANSI-certified reflective vest. Officers stand a far better chance of being seen during difficult weather operations when wearing a vest. As the weather becomes a safety issue, it may be necessary to assign personnel to details for extended periods of time. Officers on long shifts should be encouraged to take additional winter weather gear and even extra food and water. Especially in challenging weather conditions, remember—safety first, safety always. ♦

## Notes:

<sup>1</sup>National Highway Traffic Safety Administration (NHTSA), "NHTSA Data Shows Traffic Deaths Up 7.7 Percent in 2015," press release, July 1, 2016, [http://www.nhtsa.gov/About-NHTSA/Press-Releases/nhtsa\\_2015\\_traffic\\_deaths\\_up\\_07012016](http://www.nhtsa.gov/About-NHTSA/Press-Releases/nhtsa_2015_traffic_deaths_up_07012016) (accessed November 7, 2016).

<sup>2</sup>Mike Smith, "Butte Gets First Snow of the Season; Numerous Minor Crashes Reported," *Missoulian*, October 11, 2016, [http://missoulian.com/news/state-and-regional/butte-gets-snow-of-the-season-numerous-minor-crashes/article\\_bbe8482a-ca89-56b1-87f4-36daab5ab9ea.html](http://missoulian.com/news/state-and-regional/butte-gets-snow-of-the-season-numerous-minor-crashes/article_bbe8482a-ca89-56b1-87f4-36daab5ab9ea.html) (accessed November 7, 2016).

<sup>3</sup>Dave Bartkowiak Jr., "1 Killed, 16 Injured in 193-Car Pileup on I-94 West of Battle Creek," Click on Detroit, January 11, 2015, <http://www.clickondetroit.com/news/1-killed-16-injured-in-193-car-pileup-on-i-94-west-of-battle-creek> (accessed November 7, 2016).

<sup>4</sup>Massachusetts Department of Transportation, "Safe Winter Driving Tips," <http://www.massdot.state.ma.us/highway/departments/snowice/safewinterdrivingtips.aspx> (accessed November 7, 2016).

<sup>5</sup>Traffic Safety Marketing, "Super Bowl LI," <https://www.trafficsafetymarketing.gov/get-materials/drunk-driving/buzzed-driving-drunk-driving/super-bowl-li> (accessed November 7, 2016).



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