

The Police Chief

THE PROFESSIONAL VOICE OF LAW ENFORCEMENT

JUNE 2017

Innovations in Policing

Inside:

HSI Angel Watch Center

Health and Fitness

Policing Inside-Out





WHEN IT MATTERS MOST.

To start or improve your small Unmanned Aircraft Systems (sUAS) aerial intelligence program visit www.aeryon.com/2017iacp to register and win a comprehensive, tailored sUAS operations plan.



You need access to life and resource saving data during critical times. You need a solution that delivers actionable aerial intelligence in time, every time, when it matters most. Aeryon sUAS end-to-end aerial solutions are built on field proven technology and a decade of experience across Public Safety, Military and Energy operations.

To learn more visit aeryon.com or email us at sales@aeryon.com





ADVANCED
BY DESIGN.™

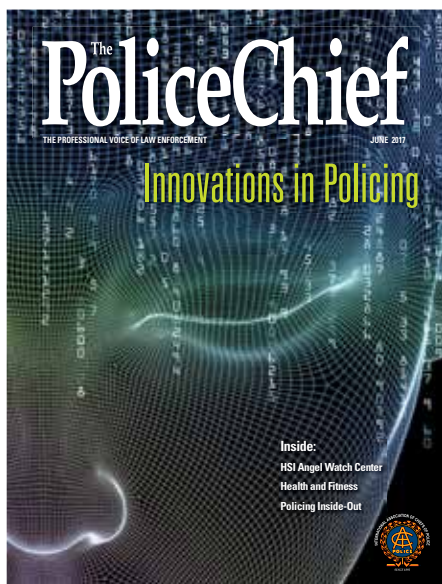
COMPLETE
SHOOTABILITY:
LIGHT, CRISP
M2.0 TRIGGER.
TACTILE RESET.
AGGRESSIVE
TEXTURE.
OPTIMAL
GRIP ANGLE.

M2.0™ 
MADE IN USA

9MM | 40S&W | 45AUTO



SMITH-WESSON.COM



Gene Voegtlin/*Editor*

Danielle Gudakunst/*Managing Editor*

Domingo Herraiz and Meghann Casanova/*Guest Editors*

Margaret M. White/*Proofreader*

Joycelyn Newell/*Circulation Assistant*

The Townsend Group/*Advertising*

Christian D. Faulkner and

Mara Johnston/*Member Services*

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

James Baker, Amanda Burstein, John Collins,

Michael Fergus, John Firman, Sarah Guy,

Domingo Herraiz, Sarah R. Horn, Kathleen Kelley,

Karen Maline, Cecilia Rosser, Paul Santiago,

Betsy Self, David Spotts, /*Editorial Advisors*

Howe & Hutton, Ltd./*Legal Counsel*

<http://www.policechiefmagazine.org>

© Copyright 2017, by the International Association of Chiefs of Police, Inc. Reproduction of any part of this magazine without express written permission is strictly prohibited.

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 purposed to define official IACP policy or imply IACP endorsement.

Printed in the USA.

BPA business publication membership granted September 1991



Law enforcement organizations are constantly evolving and innovating to meet the new and emerging needs of the communities they are sworn to serve and protect. These changes are often spurred by technology, such as those surrounding body-worn cameras and cybercrime, but the field is also creating new solutions in areas such as crime prevention, community engagement, communication, victim responses, and officer wellness. As agencies work to enhance their services and capabilities in the 21st century, their innovations improve both the profession and public safety.

The Police Chief

June 2017

VOLUME LXXXIV, NUMBER 6

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

ARTICLES

24 HSI and the Angel Watch Center: Combating Child Sex Tourism

By Peter T. Edge

28 Will Smarter Cities Mean Smarter Law Enforcement?

By Bill Schrier

34 Ohio's Model of a Comprehensive Health and Physical Fitness Program

By John Born and Paul A. Pride

40 The Cyber Beat Partner: Harnessing the Power of AI in Law Enforcement

By April Wagner

44 Policing from the Inside Out: The Process of Restoring and Rebuilding Trust in Communities of Color

By Tarrick McGuire

50 Meeting the Public's Expectations: The Re-Professionalization of Law Enforcement

By Matt Jenkins

DEPARTMENTS

8 The Dispatch

56 New Members

60 Product Update

72 Line of Duty Deaths

74 Index to Advertisers

COLUMNS

6 President's Message: Improving Law Enforcement's Capabilities, Public Safety, and Communities Through Innovation

By Donald W. De Lucca

10 Legislative Alert: Chief Will Johnson Testifies on Responses to Increase in Religious Hate Crimes

By Sarah Guy

14 Officer Safety Corner: Protecting Our K9 Partners

By Cynthia Scott and Margaret White

16 Research in Brief: The Use of Place-Based Policing Strategies to Reduce Violent Crime in Chicago Neighborhoods

By Cory Schnell

18 Chief's Counsel: Solving the Conundrum of the "Clearly Established" Prong of Qualified Immunity

By Eric R. Atstupenas

20 From the Co-Chairs: InterAgency Board: Collaborative Interchange for Emergency Responders

By Martin Hutchings and Cassy Robinson

54 Product Feature: Firearms Industry Catering to Law Enforcement Needs

By Scott Harris

66 Technology Talk: Beyond Cost Savings: Online Community Reporting Tools Forge Stronger Community Bonds

By Randy Burkhammer and Roy Marler

68 Traffic Safety Initiatives: Current Issues in Drug-Impaired Driving

By Matthew W. Myers

70 IACP Working for You: The Annual Training Conference on Drugs, Alcohol, and Impaired Driving

By Chuck Hayes



ASSOCIATION OFFICERS — 2016–2017

President Donald W. De Lucca, Chief of Police,
Doral Police Department, 6100 NW 99 Avenue, Doral, FL 33178

First Vice President Louis M. Dekmar, Chief of Police, LaGrange
Police Department, 100 W Haralson St, LaGrange, GA 30241

Second Vice President Paul Cell, Chief of Police, Montclair State
University Police, College Avenue, Montclair, NJ 07043

Third Vice President Steven Casstevens, Chief of Police, Buffalo
Grove Police Department, 46 Raupp Blvd, Buffalo Grove, IL 60089

Fourth Vice President Cynthia Renaud, Chief of Police,
Folsom Police Department, 46 Natoma St, Folsom, CA 95630

Vice President at Large Richard E. Smith, Chief of Police,
Wakefield Police Department, 1 Union Street,
Wakefield, MA 01880

Vice President at Large Wade Carpenter, Chief of Police,
Park City Police Department, 2060 Park Avenue,
Park City, Utah 84060

International Vice President Patrick Stevens, Chief
Superintendent, Belgian Federal Police, Embassy of Belgium,
3330 Garfield St NW, Washington, DC 20008

Vice President–Treasurer Dwight Henninger, Chief of Police,
Vail Police Department, 75 S Frontage Road, Vail, CO 81657

Division of State Associations of Chiefs of Police General Chair
Timothy Lowery, Chief of Police, Florissant Police Department,
1700 N Hwy 67, Florissant, MO 63033

Division of State and Provincial Police General Chair
Tracy Trott, Colonel, Tennessee Highway Patrol,
1150 Foster Avenue, Nashville, TN 37243

Division of Midsize Agencies General Chair
Paul Williams, Chief of Police, Springfield Police Department,
321 E. Chestnut Expressway, Springfield, MO 65802

Parliamentarian Ronal Serpas, Professor of Practice,
Loyola University New Orleans, 6363 St. Charles Avenue,
New Orleans, LA 70118

Executive Director and Chief Executive Officer Vincent Talucci,
International Association of Chiefs of Police,
44 Canal Center Plaza, Suite 200, Alexandria, VA 22314

Deputy Executive Director Terrence M. Cunningham,
International Association of Chiefs of Police,
44 Canal Center Plaza, Suite 200, Alexandria, VA 22314

IACP Fellows

Darryl De Sousa, Baltimore, Maryland, Police Department
Jacqueline Ehrlich, U.S. Customs and Border Protection
Chris Izquierdo, United States Army
Bryant D. McCray, U.S. Customs and Border Protection
Michael Prado, U.S. Homeland Security Investigations
Michael Snyder, Prince George's County, Maryland,
Police Department

Annual IACP Conferences

2017 (124th) • Oct. 21–24 • Philadelphia, PA
2018 (125th) • Oct. 6–9 • Orlando, FL
2019 (126th) • Oct. 26–29 • Chicago, IL



Ensuring Integrity. Worldwide.

Over 500 public safety agencies in the United States, Australia, Canada and New Zealand stake their reputations on IAPRO.

They know that detecting performance and misconduct issues upstream before they become serious is a best practice they can't afford to be without.

To learn more about IAPRO and proactive integrity, contact us at 800-620-8504 or www.iapro.com.

IAPRO

THE LEADING PROFESSIONAL STANDARDS SOFTWARE. WORLDWIDE.

www.iapro.com

**THREE BIKES
UNBEATABLE PRICES**

CALL TODAY: (616) 530-6900

BMW
MOTORCYCLES OF
GRAND RAPIDS

NEW
2015 R1200RTP
\$19,900
SAVE \$5,100

Pre-Owned
2009 R1200RTP
\$9,900

5995 Division Ave. S.
Grand Rapids, MI 49548
www.bmwmcgr.com

Improving Law Enforcement's Capabilities, Public Safety, and Communities Through Innovation

It has often been said that law enforcement is resistant to change. However, those of us leading the profession recognize that it is not resistance to change, but a drive to change in a measured, responsible way. Implementing new ideas simply because they are new, without thoroughly examining the potential benefits and potential pitfalls, can put our officers and communities at risk.

However, innovation is—and should continue to be—an important element of law enforcement in the 21st century. The world changes at a rapid pace, with new technologies and strategies used every day by both peaceful civilians and criminals. Our responsibility to our communities requires that we adapt and evolve with them in order to successfully protect them from new threats, meet their evolving needs, and connect with them in this quickly changing world that we all share.

In part because of the rate of change in today's world—and the constantly growing number of both new opportunities and challenges that these changes bring with them—IACP supports the creation of a National Criminal Justice Commission, such as the one proposed by a bipartisan bill introduced in March 2017. IACP has advocated for the creation of a commission for more than two decades, recognizing that it would provide a mechanism for professionals from all areas of criminal justice, social services, and government to comprehensively review the U.S. criminal justice system and collaboratively develop recommendations to address public safety challenges. I encourage law enforcement leaders throughout the United States to contact their U.S. senators and voice their support for the National Criminal Justice Commission Act of 2017.¹

Innovations in law enforcement can vary by agency and our communities' and officers' needs. IACP provides numerous resources to help keep law enforcement up to date on cutting-edge tools, while simultaneously providing the information and evidence leaders need to make informed decisions about which advances are the best fit for their agencies and communities. Some areas addressed by IACP's resources include the following.

Policy: The Law Enforcement Policy Center is constantly developing or updating model policies on timely topics, including, for example, body-worn cameras, naloxone (Narcan), and excited delirium. In addition, 11 leading law

enforcement organizations, including IACP, recently released the *National Consensus Policy on Use of Force* to help our agencies evaluate and enhance our own use-of-force policies.

Mental Health: IACP's One Mind Campaign aims to ensure successful interactions between officers and persons with mental illnesses. Agencies can join the campaign by pledging to implement any or all of four promising practices: (1) partnering with a community mental health organization; (2) developing a policy to address responses to persons affected by mental illness; (3) training and certifying 100 percent of your officers (and select non-sworn staff) in Mental Health First Aid for Public Safety; and (4) providing crisis intervention team training to at least 20 percent of your officers (and select non-sworn staff).

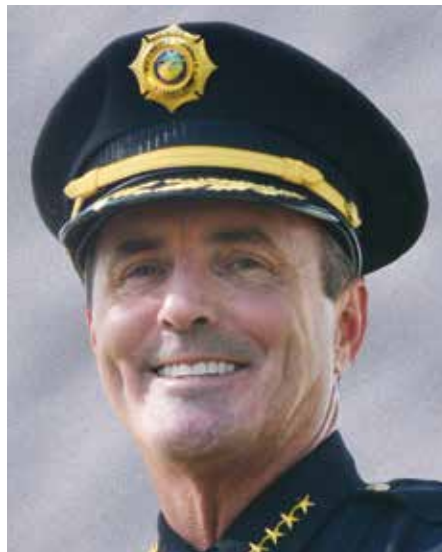
Community-Police Relations: The IACP Institute for Community-Police Relations (ICPR) is designed to guide and assist law enforcement agencies seeking to build or enhance community trust. The ICPR's webpage has a number of resources for agencies, such as a Communities of Color Toolkit, examples from the field, and discussions of the President's Task Force on 21st Century Policing recommendations.

Most recently, the ICPR partnered with Howard University (Washington, DC) to create the

Policing Inside-Out course that brings African American college students, law enforcement officers, and community leaders together to open a dialogue on criminal justice issues and help all of the participants understand the others' points of view in an effort to enhance community-police relations. (See pages 44–49 to read more about this initiative and the lessons learned for law enforcement and community members.)

Officer Safety and Wellness: We have learned that officer safety and wellness efforts need to go beyond tactical safety to a holistic wellness approach that gives officers both the physical health and mental wellness to handle the stress policing can put on our bodies and minds. IACP's Center for Officer Safety and Wellness focuses on officers' health, safety, and wellness on and off the job, providing resources that range from a nutrition factsheet to a video on the risks officers face when responding to domestic violence calls to a vicarious trauma toolkit, among many others.

I urge you to access and use these resources to assist you as you develop and implement innovative approaches at your agency. Regardless of the issue at hand—officer fitness, a new technology, relationship building, or the myriad other challenges law enforcement faces daily—new, creative, innovative solutions, implemented with care, can pave the way to safer and more secure communities around the world. ♦



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

RESOURCES

- Law Enforcement Policy Center (member-only resource): www.theIACP.org/model-policy
- One Mind Campaign: www.theIACP.org/onemindcampaign
- Institute for Community-Police Relations: www.theIACP.org/ICPR
- Center for Officer Safety and Wellness: www.theIACP.org/COSW

Note:

¹National Criminal Justice Commission Act of 2017, H.R. 1607 (2017).



Join us in Booth 1725
at IACP2017 to
Celebrate our 90th Birthday



Protect All of Your Team,
When They Need It the
Most with the Revolutionary
TacCommander™

One Suit for Multiple Sizes,
Adjustable Gear to Fit
Virtually Anyone

Coming Soon



Please fill out our quick survey
www.surveymonkey.com/r/Sirchie_Tactical



Gain Knowledge through Hands-On Learning in
Every Class. Host at Your Department



Upgrade Your Existing or Get a New Turnkey
Vehicle. Customized to Your Needs



MAPLINK 2.0



Solutions for Mobile Device Transport &
Forensic Analysis. Solve More Cases.



Get the Latest Updates

#policepartners
#SirchieSupports
#commandeveryscene

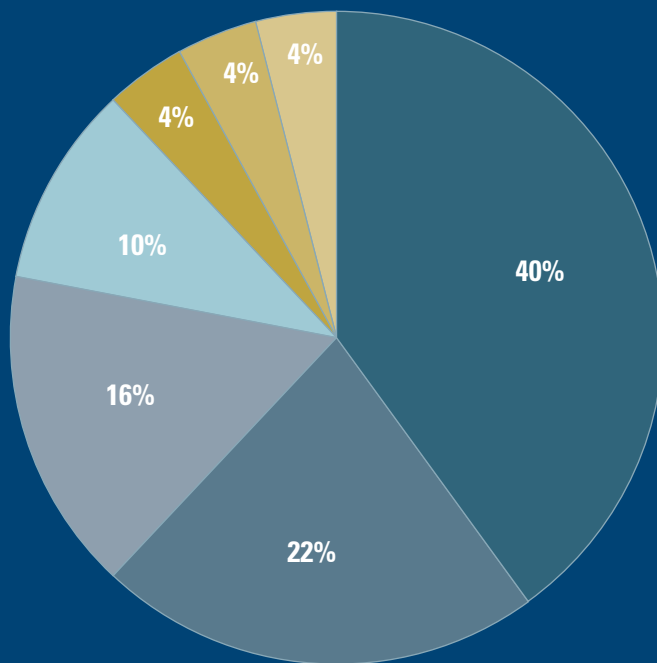
Contact Us Today to Learn More

Phone: 919.554.2244, 800.356.7311
Email: sales@sirchie.com
www.sirchie.com

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 April, *Police Chief* asked our readers in what areas of law enforcement they have seen the most innovation. Here's what you told us:



Areas of LE Innovation

- Community engagement
- Training
- Crime prevention
- Officer safety & wellness
- Traffic safety
- Recruitment
- Other

“Training in general seems to be the stepsister in law enforcement—specifically, training in Active Listening and Responding. It is time for LE to realize it is the most used tool in law enforcement, with little or no teaching in most academies. It is always talked about or alluded to, but not taught. In this time, when we recruit intelligent people, we are ethically required to train them for the job they are required to do... We cannot ‘assume’ because they can talk, they can communicate.”

—Peter McDermott
Captain & Police Academy Instructor (Ret.)
West Hartford, Connecticut

“Some agencies have had great success in using analysis to innovate every aspect of their agency including all of the categories listed... Whether you call it crime analysis, Smart Policing, Data-Driven Justice, or Evidence-Based Policing doesn't really matter. What does matter is that agencies are beginning to question if what they are doing is effective and whether or not they are using evidence and data to back up all their practices.”

—Name withheld
Massachusetts

YOUR TURN



What type of liability does your agency deal with on a consistent basis?

Visit www.policechiefmagazine.org to tell us what you think. Look for the results in the August 2017 issue of *Police Chief*!

Connect with IACP and *The Police Chief* on social media!



www.facebook.com/TheIACP



@IACP #PoliceChiefMag



<http://theiacpblog.org>

BRINKLEY
SARGENT
WIGINTON
ARCHITECTS



OUR SERVICES

A full service design firm specializing in public safety facilities

OUR EXPERTISE

Planning, programming, design, budget management, QA/QC, client satisfaction, solutions based



IMAGINATIVE | COLLABORATIVE | INNOVATIVE
www.bsw-architects.com | 972.960.9970

DALLAS

HOUSTON

WACO

AUSTIN

LAW ENFORCEMENT WEBINAR SERIES 2017

CERTIFIED IN-SERVICE TRAINING WITHOUT COST

Continuing in 2017, American Military University (AMU) will be hosting 1-hour webinars without cost to help law enforcement officers* stay current on topics covering:

- DarkNet Awareness
- DarkNet Investigations/Operations
- Digital Currency Awareness
- Social Media/Apps Part 5
- UAV/Drone Operations for Law Enforcement
- UAV/Drone Counter Measures
- Social Media Monitoring during civil disturbance
- Islamic Radicalization
- Domestic and International Kidnapping Investigations
- Drug Smuggling Tactics and Money Laundering (Digital currency)

Webinar attendees may receive a 5% tuition grant for degree and certificate courses at AMU.

TO REGISTER FOR THE WEBINAR SERIES VISIT INPUBLICSAFETY.COM/WEBINAR
OR CONTACT INSTRUCTOR JIM DEATER AT JDEATER@APUS.EDU.



AMU is part of the accredited American Public University System and certified to operate by SCHEV.

*The webinars include law enforcement-sensitive information; therefore all registrants will undergo a verification process to ensure they are current law enforcement officers, analysts, or law enforcement support personnel.

Chief Will Johnson Testifies on Responses to Increase in Religious Hate Crimes



IACP Human and Civil Rights Committee Chair, Chief Will Johnson, testifies on Capitol Hill.

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

On May 2, 2017, Chief Will D. Johnson, chair of the IACP Human and Civil Rights Committee, testified before the U.S. Senate Committee on the Judiciary in a hearing entitled Responses to the Increase in Religious Hate Crimes.

In his testimony, Chief Johnson discussed the underreporting of hate crime statistics; the challenges law enforcement faces in investigating these specific crimes; and the impact of hate crimes on community-police relations.

Chief Johnson also outlined legislative and policy actions the U.S. Congress could and should take to help improve response to religious hate crimes and to help prevent these heinous acts. Those steps include designating federal program and funding assistance for enhanced training for law enforcement to identify, investigate, and report hate crimes; providing incentives, including additional financial resources through the

Byrne-JAG program, to states and localities to report hate crime data to the FBI; providing victim services assistance; and identifying funding to create specialized units and task forces to help agencies develop multi-agency task forces.

Chief Johnson also reaffirmed the need for Congress to pass the National Criminal Justice Commission Act (S. 573) to initiate a review of the criminal justice system from top to bottom and propose reforms to address the most pressing issues facing the U.S. criminal justice system, including hate crimes.

Chief Johnson went on to urge U.S. President Trump, members of Congress, and state and local elected officials to speak out and condemn acts of bigotry at every chance. As elected officials, they need to send a message that these acts will not be tolerated.

Chief Johnson commended U.S. Attorney General Jeff Sessions for his commitment to addressing hate crimes through the creation of the Justice Department Hate Crime Subcommittee as part of the Attorney General's Task Force on Crime Reduction and Public Safety. The IACP is looking forward to participating in the National Summit on Crime Reduction and Public Safety, and the association will echo its concerns regarding religious hate crimes during that event.

To view the hearing and to read a full copy of Chief Johnson's testimony, visit the U.S. Senate Committee on the Judiciary website at www.judiciary.senate.gov/meetings/responses-to-the-increase-in-religious-hate-crimes or the IACP website at www.theIACP.org/letterstestimony.

President Trump Signs Spending Package into Law, Avoiding Government Shutdown

On May 5, 2017, U.S. President Donald J. Trump signed the \$1.07 trillion Consolidated Appropriations Act of 2017 (H.R. 244 or Public Law No: 115-31) into law, which will fund the federal government for the remainder of Fiscal Year (FY) 2017 (i.e., through September 30, 2017).

On May 3, 2017, the U.S. House of Representatives passed the bill by a vote of 309-118, while the U.S. Senate passed it on May 4, 2017, by a vote of 79-18. The legislation does not provide funding for construction of a wall along the U.S.-Mexico border or eliminate money for so-called sanctuary cities that do not fully cooperate with federal immigration law. The measure does provide \$1.5 billion for border security and \$15 billion in additional defense funding. The defense increase is matched by a boost to non-defense programs for a total of \$30 billion in additional funding over the sequester level set by a previous budget deal. None of the Trump administration's \$18 billion in non-defense cuts were included.

See Table 1 (page 12) for FY 2017 law enforcement-relevant funding levels in comparison to the FY 2016 enacted levels.

IACP Executive Board Attends Meeting with Senior Administrative Officials at the White House

On May 12, 2017, members of the IACP Executive Board went to the White House to meet with Thomas P. Bossert, special assistant to the president, homeland security and counterterrorism; the Honorable David Glawe, special assistant to the president of the United States, National Security Council and nominee for the under secretary for intelligence and analysis, U.S. Department of Homeland Security; Acting Commissioner Kevin McAleenan, U.S. Customs and Border Protection; the Honorable Bradley D. Hansell, special assistant to the president of the United States, senior

Management and Leadership
Highway Safety
Crime Scene and Forensic Science
Police Motorcycle
Community-Police Partnerships



Every Dimension of Public Safety

Only at Northwestern.

More than 50 courses providing professional skills with a leadership perspective. On campus, around the country and online.

Find the right course for your department.

nucps@northwestern.edu
or 800-323-4011

Northwestern | CENTER FOR PUBLIC SAFETY
nucps.northwestern.edu

Table 1: Law Enforcement-Relevant Spending Levels Comparison

Commerce, Justice, Science Appropriations		
Program	FY 2016 Enacted Level	FY 2017 Enacted Level
Edward Byrne Memorial Justice Assistance Grant (Byrne JAG)	\$476 million (\$100 million carved out for conventions)	\$396 million
COPS Hiring Program	\$187 million	\$194.5 million
Bulletproof Vest Partnership Grant Program	\$22 million	\$22.5 million
State Criminal Alien Assistance Program (SCAAP)	\$210 million	\$210 million
Drug Courts	\$42 million	\$43 million
Paul Coverdell	\$13.5 million	\$13 million
Violence Against Women Programs	\$480 million	\$481.5 million
Department of Homeland Security Appropriations		
Program	FY 2016 Enacted Level	FY 2017 Enacted Level
State Homeland Security Grant Program	\$476 million	\$467 million
Urban Area Security Initiative	\$600 million	\$605 million
Public Transportation Security Assistance	\$100 million	\$100 million
Port Security Grants	\$100 million	\$100 million
Department of Transportation Appropriations		
Program	FY 2016 Enacted Level	FY 2017 Enacted Level
National Highway Traffic Safety Administration (NHTSA)	\$869 million	\$991 million
Federal Motor Carrier Safety Administration (FMCSA)	\$580 million	\$664 million

Source: Consolidated Appropriations Act, Pub. L. 115-31 (2017).

Make Your Plans NOW to Attend



The 2017 Project Lifesaver Annual Conference

Monday, August 28 – Thursday, August 31
Embassy Suites, International Drive, Orlando, Florida

Conference Activities Include:

Free Alzheimer's and Autism Emergency Response Training courses, with Keynote Presentations by: Alzheimer's & Autism Experts, a Broadcast Network News Anchor, a Retired Navy SEAL, State & Federal Legislators, and Leading Experts in Search & Rescue Technology

**Special
Excursion**



August 29th
First Class Motorcoach
Waterfront Lunch
Private CEO Reception

Register at the Embassy Suites Hotel, Orlando, Florida and you will not only receive a special room rate of \$119 per night. Also included is a full breakfast buffet every morning, a cocktail reception each evening and free internet access in your room.

Visit: <http://projectlifesaver.org/conference/>
for conference registration or call 772-446-1271

director for transnational threats; and the Honorable Sean Doocey, special assistant to the president and deputy director of presidential personnel.

IACP Executive Board members spoke about the Department of Homeland Security's engagement with law enforcement partners, transnational organized crime and associated threats to the United States, and challenges facing the law enforcement profession.

Become More Involved in IACP's Policy Development—Submit a Resolution!

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

The deadline to submit all 2017 resolutions for consideration is **August 22, 2017**. The submitted resolutions will be reviewed by the IACP Resolutions Committee to identify any areas of question or concern. During the review process, the Resolutions Committee may request that other IACP committees and sections or relevant subject matter experts review and comment upon the proposed resolutions.

Similar to last year, the IACP will conduct a remote electronic voting process and will notify all members with further guidance at the onset of voting. Due to the new remote voting process, it is imperative that the wording of the resolutions be clearly and succinctly defined, in particular the RESOLVED portion of the resolution. To view previously passed resolutions, please visit the resolutions page on the IACP website at www.theIACP.org/Resolutions. If you wish to submit a resolution or if you have any questions, please contact resolutions@theIACP.org. ♦



BARON G58 ISR

AFFORDABLE AIRCRAFT FOR SURVEILLANCE



GRAND CARAVAN EX ISR

Choose the twin-engine Beechcraft® Baron® G58 or the single-engine turboprop Cessna® Grand Caravan® EX. Both proven performers from Textron Aviation offer reliable engines, modern avionics and surveillance equipment that enable mission success. Maintain high mission readiness while you reduce overall operating expenses.

AIR SURVEILLANCE

SPECIAL MISSIONS



Beechcraft



Hawker

TEXTRON AVIATION

txtav.com

U.S. +1.844.44.TXTAV | INTERNATIONAL +1.316.517.8270

©2017 Textron Aviation. All rights reserved. The sale and export of some configurations of Special Mission aircraft and associated technical data may require an export license under the ITAR (title 22, CFR, parts 120-130) or the EAR (title 15, CFR parts 730 to 774).

Protecting Our K9 Partners



By Cynthia Scott, Sergeant, Supervisor, K-9 Unit, Alexandria, Virginia, Police Department, and Margaret White, Project Assistant, IACP

Two words that explain the bond that is formed between K9 handlers and their K9s are loyalty and companionship. The bond that forms between a K9 handler and the K9 is a very special one, and each such partnership is unique. To ensure the formation of such a strong bond, the individual characteristics of the handler and dog must match whenever possible. Beginning on the first day, the handler accepts full responsibility for providing proper care of the K9. Together, the handler and K9 attend a formal training class to establish mutual trust, respect, and loyalty. They learn to work as a team, gaining confidence in each other and in each other's abilities. Throughout this entire process, affection begins to form. The K9 looks to the handler for praise when properly completing a task and for discipline when failing to follow commands. In return, the handler swells with a sense of pride when the K9 is successful. During this process, handlers also come to recognize the harsh reality that their K9 partner could pay the ultimate price to protect the life of the handler or another officer.

By the nature of police work, K9 handlers will often find themselves spending more time

with their K9s than with their own friends or family members. Therefore, it is important to assimilate the K9s into the handler's home life—the K9 is introduced to the handler's children, spouse, or significant other, as well as any household pets. The attachment formed between the handler and K9 thus extends to include the handler's family, and when it comes time for a K9 to retire, it settles into the role of family pet. At the end of this journey, the loss that handlers feel can be overwhelming for they have just lost their best friend, their partner, and their protector. Some handlers might question themselves when it comes time to work with another K9, asking themselves if they have the strength to endure this type of pain again. The answer is really quite simple because K9 handlers know that, while there will inevitably be sadness, the experience is unlike any other work in policing.

K9s in Policing

K9s have been used in policing for centuries. They have been used to guard and to track

scent; they have been used in such high-profile investigations as the search for Jack the Ripper; and they have rescued human law enforcement officers. They have earned medals and promotions; they have received the affection and gratitude of their fellow officers; and they have paid the ultimate price for their service.¹

Rise in K9 Deaths

Since 2013, there has been a steady rise in U.S. K9 deaths. In 2013, 18 K9s in the United States paid the ultimate price for their service. That number rose to 20 in 2014 and to 27 in 2015, peaking at 34 K9 line-of-duty deaths in 2016.² The two main culprits of the increase in fatality rates are gunfire and heat exhaustion.

Gunfire-related deaths—Unfortunately, the current often-tense community-police relations have contributed to a rise in officers being killed as a result of gunfire, including K9s. In 2016, 65 human U.S. law enforcement officers and 12 K9s died as the result of gunfire (2 of the human deaths and 2 of the K9 deaths were accidental). In 2015, 41 human U.S. law enforcement officers

Figure 1: Increase in U.S. Police K9 Deaths

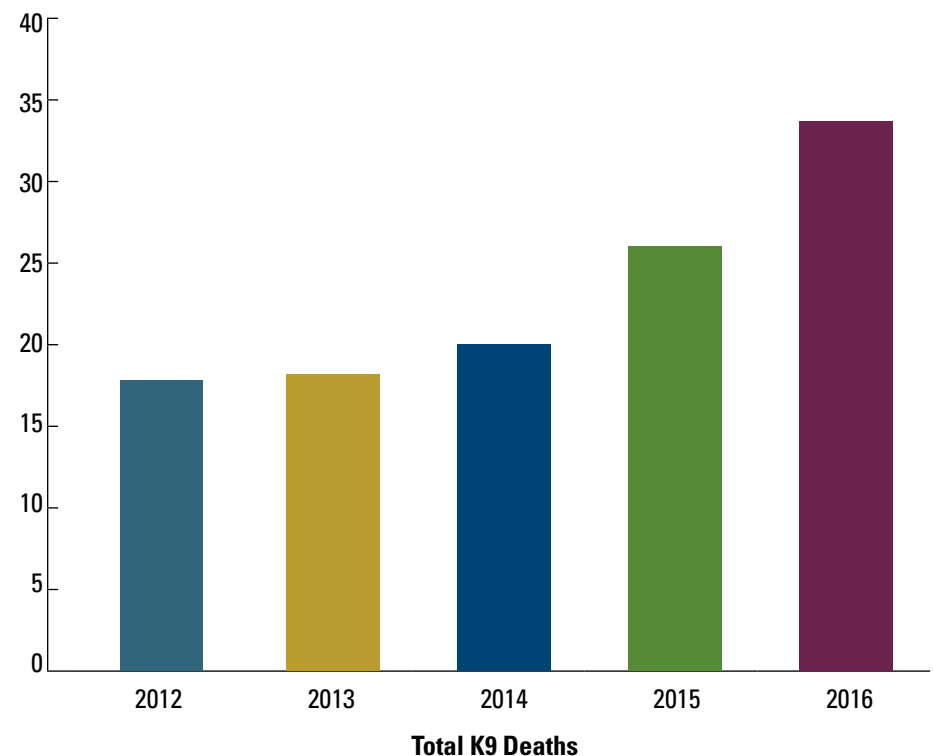
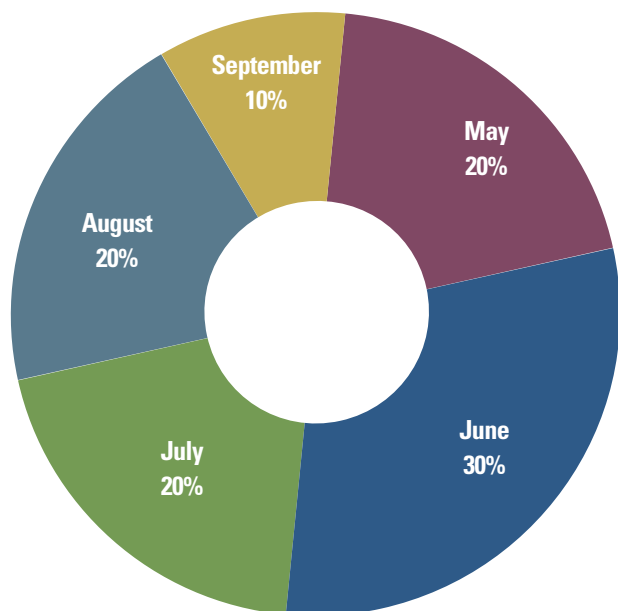


Figure 2: K9 Heat-Related Deaths in 2016 by Month



(2 of whose deaths were accidental) and 4 K9s died in the line of duty as a result of gunfire. In 2014, those lost to gunfire in the line of duty were 50 human officers (including 2 accidental) and 5 K9s. Clearly, this threat is severe for all officers, human and K9.

Heat exhaustion—During the summer months in temperate zones (and all year in warmer parts of the world), the possibility of K9 deaths from heat exhaustion increases. In the United States, during the summer months of June, July, and August, as well as during the latter part of May, the risk of death from heat exhaustion to K9s increases dramatically—of the 12 K9s who died in the line of duty in 2016 from heat exhaustion, 11 of them died during those four months alone. The total number has grown as well—reported heat-related deaths rose from 4 in 2014 to 12 in 2015 and remained high (12) in 2016.

What Agencies Can Do to Protect Their K9s

As with human officers, there exists certain protective equipment that agencies can invest in to increase the survival rates and safety of K9s.

Bullet-resistant vests—Like their human partners, K9s can greatly benefit by wearing vests that are designed to protect them from gunfire. (See the Product Feature in the April 2016 issue of *Police Chief* for a list of vendors.)

The number of K9s feloniously assaulted and killed in the line of duty has not gone unnoticed, and organizations have been seeking ways to help protect these police force members. For example, thanks to Vested Interest in K9s, Inc., through which individuals can donate money or vests, all of the Alexandria, Virginia, Police Department's K9s have been the recipients of protective vests.

Heat-monitoring devices—Devices that monitor the temperature inside vehicles and kennels can prevent many of the heat-related deaths of service K9s. Unfortunately, these devices, like any mechanical tool, are not foolproof and cannot replace human monitoring, so K9s should be monitored regularly—and as often as the situation allows, especially during the summer.

When considering heat-monitoring systems for K9 vehicles, one should consider not only an audible alarm system, but one that is also tied to a paging system. The audible alarm will notify the handler and anyone who is within earshot that the vehicle's interior has reached a dangerous temperature for the K9; however, if the handler is out of earshot, a paging system tied to the handler's cellphone or to a stand-alone pager will immediately notify the handler when the vehicle's interior has approached

an unsafe temperature. While nothing can replace constant monitoring by handlers to ensure their K9s' safety, a heat-monitoring system has obvious benefits, especially since the temperature in a vehicle can rise extremely quickly. For example, on a 70-degree day, the interior temperature of a car can exceed 100 degrees in less than 30 minutes.³

K9 cooling vests—The U.S. military and some police departments use K9 cooling vests for their K9s.⁴ Dogs are unable to sweat, which makes it harder for them to cool themselves once they start to become overheated. K9s can become overheated when they are working outside in the heat, and one solution to this problem can be a cooling vest.

Line-of-Duty K9 Death Policy Considerations

Unfortunately, no matter the precautions taken, K9s continue to die in the line of duty. Prior to this tragedy occurring, agencies should have established protocol in place. When developing such a policy, consideration should be given to the handler's wishes and the handling of the K9's remains. Veterinary clinics and funeral homes are two helpful resources that should be considered. Veterinary clinics might work with agencies to provide cremation free of charge or at a reduced cost, while funeral homes might donate urns or offer them at a reduced cost. Should the handler elect not to cremate his or her K9, consideration should be given regarding where the K9 will be buried. Some agencies have a dedicated burial or monument site for K9s that have been killed in the line of duty that will make this decision simpler. While it is hoped that agencies will not have to implement a policy, if it is needed, there will be a sense of relief for the handler knowing there is protocol in place to help ease an already difficult situation. ♦

K9 Resources

- United States Police Canine Association (www.USPCA9.com)
- Canadian Police Canine Association (www.canadianpolicecanine.com)
- British Police and Services Canine Association (<http://bpsca.net>)

Funding Sources or Assistance for K9 Safety Gear

Project Paws Alive: <http://projectpawsalive.org/protective-k-9-ballistic-vests>

Vested Interest in K9s: www.vik9s.org

PA K9 Assistance Foundation: www.pak9assistance.org

K9 Defender Fund: <http://k9defenderfund.org>

Notes:

¹See Metropolitan Police Service, "Dog Support Unit: History," <http://content.met.police.uk/Article/History/1400009457612/1400009457612>; Theres Apel, "K-9 Saves Hancock County Deputy from Ambush Attack," *The Clarion-Ledger*, May 19, 2015; and "Dickin Medal for Diesel the Police Dog Killed in Paris Attacks Raid," *BBC Newsbeat*, December 28, 2015.

²All U.S. K9 and officer line-of-duty death statistical data in this article come from the Officer Down Memorial Page (ODMP), <http://www.odmp.org>. The K9 data are collected from agencies' voluntary submissions, and the list is incomplete. U.S. law enforcement agencies who have lost a K9 in the line of duty can provide information to the ODMP K9 effort through its website: <https://www.odmp.org/k9>.

³AVMA, "Estimated Vehicle Interior Air Temperature v. Elapsed Time," <https://www.avma.org/public/PetCare/Pages/Estimated-Vehicle-Interior-Air-Temperature-v-Elapsed-Time.aspx>.

⁴Sarah Rich, "Police Dogs Get Cooling Vests in Summer Heat," *Justice and Public Safety, Government Technology*, July 23, 2012, <http://www.govtech.com/public-safety/Police-Dogs-Get-Cooling-Vests-in-Summer-Heat.html>.

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.

The Use of Place-Based Policing Strategies to Reduce Violent Crime in Chicago Neighborhoods

By Cory Schnell, PhD, Research Associate, IACP/UC Center for Police Research and Policy

Hot spots policing strategies have become a widely adopted innovation in law enforcement over the past 30 years. These strategies focus patrol resources on a small number of locations that account for a disproportionately large number of crimes within jurisdictions. Scientific evaluations of these interventions have repeatedly demonstrated that hot spots policing strategies are an effective approach to reduce crime.¹ For example, a recent evaluation of a hot spots policing intervention in Sacramento, California, found that directing patrol to crime hot spots for just 15-minute intervals every two hours can produce significant decreases in crime.² Crime hot spots are traditionally defined as micro-places—such as buildings, street segments, or city blocks—within neighborhoods. This transition in focus from larger places such as neighborhoods, beats, or districts to smaller crime hot spots has revolutionized how law enforcement agencies can efficiently allocate their limited patrol resources for maximum impact on crime rates in their jurisdictions.

This Research in Brief has three objectives. The first objective is to demonstrate how violent crime incidents are concentrated at hot spots in cities. The second objective is to discuss how neighborhoods still provide an important context to understanding where crime hot spots cluster within cities. The third objective is to discuss a wide range of place-based policing strategies and techniques that agencies can adopt to effectively reduce crime in cities through focusing resources on crime hot spots and the neighborhoods they are found within.

Crime and Place in Chicago

The city of Chicago, Illinois, is of great interest to practitioners because of the large amount of violence occurring there and to policing researchers because of its rich legacy in crime

and place research. Even in Chicago, violent crime incidents are concentrated in hot spots. From 2001 to 2014, 5 to 7 percent of the city's street segments (both sides of a street between intersections) accounted for 50 percent of the violent crime incidents each year in Chicago.³ Over this 14-year period, a small number of the same locations repeatedly experienced high levels of violence; furthermore, 7 percent of street segments represented 42 percent of the total violent crime incidents during this time. Observing only neighborhood levels of crime can hide important differences in the amount of crime occurring at the micro-places that compose these neighborhoods. For instance, even the most violent neighborhoods in Chicago are not composed entirely of crime hot spots; over 51.8 percent of micro-places in these neighborhoods had little to no crime incidents over 14 years.⁴ Crime hot spots at street segments were observed in approximately 73.1 percent of all neighborhoods in Chicago, suggesting that violence is not a problem that is isolated to just a small handful of "bad neighborhoods" in cities.

Neighborhoods still offer a major contribution to the description of where violent crime incidents occur in Chicago—they can provide an insightful portrait of where crime hot spots cluster within cities. Violent crime hot spots at street segments are still concentrated in a relatively small number of neighborhoods in Chicago; 14 percent of the neighborhoods contained 50 percent of the total street segment hot spots.

Of the neighborhoods with hot spot street segments, 85.2 percent contained more than one hot spot, and 58 percent of the neighborhoods contained five or more hot spots. Neighborhood characteristics were also observed to influence the distribution of crime hot spots; for example, locations with higher levels of concentrated disadvantage had more crime hot spots.

Discussion

Neighborhoods are still essential to understanding where crime happens within cities and the strategies that law enforcement agencies can use to control crime. Hot spots policing is only one of several place-based strategies the police can use to reduce crime. While law enforcement agencies cannot impact neighborhood economic conditions such as poverty or unemployment that contribute to high levels of crime in certain neighborhoods, there are still relevant place-based characteristics of these locations that law enforcement can address to reduce crime.

Recently, neighborhoods have been reimagined as representing social networks or connections between individuals that are not limited by spatial boundaries. Law enforcement agencies can embrace strategies, such as focused deterrence interventions, that both disrupt criminal networks (e.g., gangs) and reinforce pro-social connections (e.g., community groups) in neighborhoods. Problem-oriented policing and situational crime prevention are two

While law enforcement agencies cannot impact neighborhood economic conditions such as poverty or unemployment that contribute to high levels of crime in certain neighborhoods, there are still relevant place-based characteristics of these locations that law enforcement can address to reduce crime.

additional strategies that can effectively target the crime-place networks created by the distinct criminal opportunity structures responsible for the clustering of hot spots within high-crime neighborhoods.⁵ Increased criticism of community-police relationships over the past few years also provides another reason to reconsider the importance of neighborhoods and social ties within communities. Moving forward, policing strategies to reduce crime should build upon the promise of community policing in repairing these relationships while also deploying a broader class of place-based responses to crime problems.

Action Items

Law enforcement agencies can consider these five actionable items to strengthen their use of place-based policing strategies:

- Continue to enhance crime mapping capacity and capabilities in your agency.
- Consult patrol officers for intelligence on the crime-place networks.
- Strengthen partnerships with other jurisdictional branches of government to identify nontraditional "levers" that can be used to target crime at problem places.
- Train crime analysts in social network analysis.
- Support community-based programs and empower community stakeholders in high-crime neighborhoods. ♦

ACKNOWLEDGEMENTS

The author would like to thank Anthony Braga, Robert Apel, Elizabeth Griffiths, and Eric Piza for their invaluable help with conducting this research. In addition, the author thanks Nick Corsaro, Tim Sabransky, Tamara Madensen, and Robin Engel for their guidance in creating this article.

Notes

¹Anthony A. Braga, Andrew V. Papachristos, and David M. Hureau, "The Effects of Hot Spots Policing on Crime: An Updated Systematic Review and Meta-analysis," *Justice Quarterly* 31, no. 4 (2014): 633–663.

²Cody W. Telep, Renee J. Mitchell, and David Weisburd, "How Much Time Should the Police Spend at Crime Hot Spots? Answers from a Police Agency Directed Randomized Field Trial in Sacramento, California," *Justice Quarterly* 31, no. 5 (2014): 905–933.

³The Chicago findings were adapted from the author's dissertation research at Rutgers University. This research will appear as "Exploring the 'Criminology of Place' in Chicago: A Multi-Level Analysis of the Spatial Variation in Violent Crime Across Micro-Places and Neighborhoods" in the Rutgers University Library.

⁴Neighborhoods in this research were operationally represented as neighborhood clusters. These spatial boundaries are combinations of U.S. Census tracts created by a Chicago-based research team in the 1990s.

⁵Tamara D. Madensen, Maris Herold, Matthew G. Hammer, and Blake R. Christenson, "Place-Based Investigations to Disrupt Crime Place Networks," *Research in Brief, Police Chief* 84, no. 4 (April 2017): 14–15.

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.

Get Out of the Tow Business


AutoReturn

Police officers shouldn't waste their time waiting for a tow truck to arrive. AutoReturn, the nation's leading towing logistics company, cuts average tow truck arrival times to as low as eight minutes, reducing traffic congestion and secondary crashes, and allowing officers to spend more time on higher priority law enforcement activities. AutoReturn isn't a tow company, but works with your existing operators to make the

process more efficient from start to finish. Completely digitized, AutoReturn reduces administration costs, with no capital outlay. The easy-to-use online retrieval process eliminates owner complaints by making car returns hassle-free. Law enforcement agencies and cities around the country have signed up for AutoReturn.

You should, too.



For more information, visit our website at autoreturn.com or contact Alan Brasher at 770-335-6164 or abrasher@autoreturn.com.

Solving the Conundrum of the "Clearly Established" Prong of Qualified Immunity

By Eric R. Atstupenas, Esq., General Counsel, Massachusetts Chiefs of Police Association

Having taken an oath to serve and protect, law enforcement officers are called upon to guard against those who would do harm. In fulfilling this oath, however, those officers face an omnipresent danger: potential civil liability under 42 U.S.C. § 1983 when they are alleged to have violated an individual's federal civil rights. This threat of liability hangs over the heads of many officers like the proverbial sword of Damocles. While the defense of qualified immunity should provide officers with shelter from such claims, the misapplication of the defense has resulted in negative consequences for many officers.

The "Clearly Established" Conundrum

The defense is simple: an officer is entitled to qualified immunity provided the officer's conduct "does not violate clearly established statutory or constitutional rights of which a reasonable person would have known."¹ Nevertheless, the application of this seemingly simplistic standard has resulted in various outcomes. It is the "clearly established" prong of the defense that is dependent on the interpretation of the federal courts. In fact, it has been necessary for the U.S. Supreme Court to interject in several instances when the lower courts have misapplied or misinterpreted the appropriate standard. In one such recent case, *White v. Pauly*, the U.S. Supreme Court again found the need to overturn the decision of the appellate court and provide a reminder of the appropriate standard to be applied in determining what is "clearly established" law within the context of the qualified immunity defense.²

The *White v. Pauly* Decision

The crux of the *White v. Pauly* case centered on the events leading up to a police officer shooting and killing Samuel Pauly. Officers were called to respond to a road rage incident one evening involving Samuel's brother, Daniel Pauly. After the responding officers, Truesdale, Mariscal, and White, determined that there was no probable

One of the most quintessential purposes of qualified immunity is to protect "all but the plainly incompetent or those who knowingly violate the law."

cause to arrest Daniel, they decided to speak with him in order to gather further information. Initially, only Officers Truesdale and Mariscal went to Daniel's address while Officer White remained behind.

Sometime around 11:00 p.m., Officers Truesdale and Mariscal arrived at Daniel's address. As they approached the house, they did so in a "covert manner" and used their flashlights intermittently. It was at this moment that the Pauly brothers noticed two individuals approaching their home. There was apparently a verbal exchange between the Paulys and Officers Truesdale and Mariscal; however, the record remains unclear as to whether the officers identified themselves as police officers.³ The Paulys, believing that the officers were intruders, armed themselves and announced that they had guns. It was at this moment that Officer White first arrived on the scene and, hearing this, drew his weapon and took cover.

Shortly thereafter, Daniel fired two shotgun blasts from the back door while shouting, and Samuel, from a front window, pointed a handgun at Officer White's location. In response, Officer White fired at Samuel, killing him. Suit was filed against Officer White under 42 U.S.C. § 1983, alleging a violation of Samuel's Fourth Amendment right to be free from excessive force. Officer White was denied qualified immunity on summary judgment by the District Court and the Tenth Circuit. However, the U.S. Supreme Court disagreed with the lower courts' analyses.

In the view of the U.S. Supreme Court, the Tenth Circuit misinterpreted the "clearly established" prong of the qualified immunity defense due to a misapplication of the principles of *Graham v. Connor* and *Tennessee v. Garner*. The U.S. Supreme Court opined that the principles derived from these seminal cases "do not by themselves create clearly established law outside of 'an obvious case'" since such use of force

principles are merely general statements of the law which are "incapable of giving fair and clear warning" to officers.⁴

Rather, the unlawfulness of the officer's actions must be clear from existing precedent. That was not the case in this situation.

The U.S. Supreme Court explained the clearly established right must be "particularized" to the facts of the case and that it should not be defined "at a high level of generality."⁵ If this standard is not applied, "[p]laintiffs would be able to convert the rule of qualified immunity... into a rule of virtually unqualified liability simply by alleging violation of extremely abstract rights."⁶

Consider the following: the Fourth Amendment, at its core, is clearly established. A reader of the U.S. Constitution, for example, can determine that the Fourth Amendment provides an individual with a core right to be free from unreasonable searches and seizures. However, the particular nuances of the Fourth Amendment are constantly being expounded upon.⁷ If the concept of a clearly established right was construed in a highly generalized manner, then any officer who unwittingly violated an individual's Fourth Amendment rights would not be entitled to qualified immunity.⁸ This would then lead to a derogation, if not a complete eradication, of the very defense of qualified immunity.

One of the most quintessential purposes of qualified immunity is to protect "all but the plainly incompetent or those who knowingly violate the law."⁹ In citing to its prior ruling in the 2015 case of *Mullenix v. Luna*, the U.S. Supreme Court advised that, while the concept of "clearly established" law "do[es] not require a case directly on point... existing precedent must have placed the statutory or constitutional question beyond debate."¹⁰

In fact, those familiar with prior U.S. Supreme Court jurisprudence may draw

similarities between the court's treatment of this case and that of *Mullenix v. Luna*, where the court ruled that an officer was entitled to qualified immunity against a claim for excessive use of force after he shot at and killed a fleeing felon in a motor vehicle—the police had already deployed spike strips, and the subject led the police on a chase for approximately 20 minutes at high rates of speed, was reportedly intoxicated, and had threatened to shoot the officers involved. There, the court emphasized that clearly established law must not be defined at a high level of generality since “[i]t is sometimes difficult for an officer to determine how the relevant legal doctrine, here excessive force, will apply to the factual situation the officer confronts.” The court further found that existing precedent did not place the conclusion that the officer acted unreasonably in the circumstances he or she encountered “beyond debate.”¹¹

Applying the appropriate standard, the court concluded in the *White* case that

*[c]learly established federal law does not prohibit a reasonable officer who arrives late to an ongoing police action in circumstances like this from assuming that proper procedures, such as officer identification, have already been followed. No settled Fourth Amendment principle requires that officer to second-guess the earlier steps already taken by his or her fellow officers in instances like the one White confronted here.*¹²

Conclusion

U.S. law enforcement agencies and counsel should take note of the U.S. Supreme Court's treatment of the “clearly established” law principle, making clear that it is not prepared to diverge from its present interpretation of this prong. While the threat of section 1983 liability remains an ever-present specter for many officers, the appropriate interpretation and application of the “clearly established” prong of the qualified immunity defense should provide most officers with confidence. ♦

Notes:

¹*Mullenix v. Luna*, 577 U.S. ____ (2015), (quoting *Pearson v. Callahan*, 555 U.S. 223, 231 (2009) (quoting *Harlow v. Fitzgerald*, 457 U.S. 800, 818 (1982))).

²*Ray White, et al. v. Daniel T. Pauly, et al.*, 580 U.S. ____ (2017).

³The record states that the Paulys asked who the officers were and what they wanted, and the officers allegedly laughed and said: “Hey, (expletive), we got you surrounded. Come out or we’re coming in.” The Paulys also allegedly heard the officers say, “Open the door” and “We’re coming in.” *Pauly v. White*, 814 F.3d 1060, 1066 (2016).

⁴*White*, 580 U.S. at ____ (citing *United States v. Lanier*, 520 U.S. 259, 271 (1997); *Brosseau v. Haugen*, 543 U.S. 194, 199 (2004) (*per curiam*); and *Plumhoff v. Rickard*, 572 U.S. ____ (2014) (slip op., at 13)).

⁵*Id.* at ____ (citing *Ashcroft v. al-Kidd*, 563 U.S. 731, 742 (2011); *Anderson v. Creighton*, 483 U.S. 635, 640 (1987)).

⁶*Id.* at ____ (citing *Anderson*, 483 U.S. 639).

⁷*Id.*

⁸Reference to the opinion of U.S. Chief Justice Marshall in *McCulloch v. State of Maryland*, 17 U.S. 316, 407 (1819) (“In considering this question, then, we must never forget that it is a *Constitution* we are expounding.” [emphasis in the original])

⁹*White*, 580 U.S. at ____ (citing *Mullenix*, 577 U.S. at ____). Similar example made by court in *Anderson*, 483 U.S. at 639 with respect to due process clause.

¹⁰*White*, 580 U.S. at ____.

¹¹*Mullenix*, 577 U.S. at ____ (quoting *Saucier v. Katz*, 533 U.S. 194, 205 (2001)).

¹²*White*, 580 U.S. at ____.



New Articles All Month Long!

Visit Police Chief Online to read bonus online-only articles while you're waiting for your next issue of *Police Chief*. A new article is published every Wednesday at www.policchiefmagazine.org/bonus-online-article.

VOICE STRESS ANALYSIS HAS NO VALIDITY*

If your agency still relies on Voice Stress Analysis, you are eligible for a \$500 incentive to switch to **Memory Ping**. Implementing **Memory Ping** will lead to better results (90% accuracy) while saving time and money on investigations. When combined with our brief training, **Memory Ping** allows investigators to quickly conduct testing of suspects to determine involvement in a crime under investigation. Visit www.memoryping.com for more information!

Also Available: LX5000 Polygraph System

Lafayette Instrument is the world's leading manufacturer of Polygraph instrumentation; providing reliable recording of physiological data and the most advanced and documented solutions available.

Lafayette Instrument

Phone: (765) 423-1505
www.lafayettepolygraph.com
sales@lafayetteinstrument.com

*VSA has been proven to have no validity as a deception detection technology.

www.polygraph.org/voice-stress-studies



InterAgency Board: Collaborative Interchange for Emergency Responders

Sometimes first responders in the United States hear the comment, “We are from the federal government, and we’re here to help.” Since 9/11, that comment has been said many times, and it is absolutely true—the federal government wants to help. Many federal agencies have the resources to help state and local emergency responders, but, unfortunately, they do not know the specific needs of these responders or the intricacies of how to best help them.

Since 1998, the InterAgency Board (IAB) has been working to solve that problem. The IAB is a partnership of approximately 150 emergency response professionals, including first responders, federal employees, and subject matter experts representing a wide array of technical expertise. For 18 years, the chief mission of the IAB has been to “[s]trengthen the nation’s ability to prepare for and respond safely and effectively to emergencies, disasters, and CBRNE [chemical, biological, radiological, nuclear, and explosive] incidents.”¹ The IAB accomplishes this mission by fostering the exchange of information, knowledge, ideas, and assistance, which results in greater interoperability and compatibility among local, state, and federal response communities. Today, with the IAB serving as a collaborative interchange, state and local responders and the federal government can ask each other, “How can we work better together to solve our emergency response needs?”

The IAB is divided into six working subgroups with the Standards Coordination SubGroup (SCSG) having some of the greatest impact on first responders. Like the other subgroups, the SCSG is comprised of state and local first responders and federal personnel, but unlike the other subgroups, SCSG includes significant representation from standards development organizations (SDOs), certification bodies,



Martin Hutchings, State & Local Co-Chair, Standards Coordination Group, InterAgency Board



Cassy Robinson, Federal Co-Chair, Standards Coordination Group, InterAgency Board

and testing laboratory subject matter experts. These experts assist and guide the SCSG in the processes of advocating for and spearheading the development of new standards, test protocols, and training requirements for law enforcement equipment.

For the purposes of this discussion, law enforcement standards are quality or performance criteria for law enforcement materials, products, processes, and services that consistently ensure they are “fit” for their stated purpose. The standards law enforcement usually deal with are performance standards, product standards, performance specifications, design specifications, and test methods. These standards are critical because they guide responders

with equipment procurements and promote an understanding between buyers and sellers. A product’s conformance to an accepted standard provides an efficient method of ensuring that a product meets the purchaser’s minimum requirements.

Currently, the SCSG is working with the federal government and SDOs to develop a number of standards that will have a positive effect on law enforcement officer safety and operations on a daily basis, including the following:

- Non-pneumatic limb tourniquets
- Bomb suits, addressing blast overpressure protection
- Explosive containment vessels
- Less-lethal chemical agent devices

As this collaboration between the IAB and law enforcement continues to grow, the representatives of all the response disciplines in the IAB will continue to help law enforcement adapt to emerging trends so everyone is better prepared to address any new threats to law enforcement.



- Less-lethal conducted energy devices
- Less-lethal distraction devices
- Less-lethal impact devices using a launching system to fire projectiles
- Standard guidance for illicit substance detection
- Standard practices, test methods, and procedures for monitoring effectiveness of protective clothing doffing for avoidance of contamination transfer

In addition to the preceding list of topics, last year, the SCSG identified the following needed standards and is actively involved in their development for law enforcement:

- Robot operator use and evaluations
- Tactical operation video cameras
- Body-worn video devices
- Protective gloves
- Protective helmets and shields
- Standard test method for female body armor

Overall, the IAB seeks to be the trusted source for the emergency responders concerning standards, policies, practices, training, equipment, research, and development. The goal of the IAB is to be law enforcement's authoritative representative regarding operational knowledge

and technical expertise when developing standards that will make officers' jobs safer and more efficient.

The IAB is committed to being proactive in its approach to national and global trends that affect the law enforcement response community. As this collaboration between the IAB and law enforcement continues to grow, the representatives of all the response disciplines in the IAB will continue to help law enforcement adapt to emerging trends so everyone is better prepared to address any new threats to law enforcement.

If you or your agency wishes to discuss the above standards or have suggestions for additional standards, please contact info@interagencyboard.us. To learn more about the IAB, visit its website at www.interagencyboard.org. ♦

Note:

¹The InterAgency Board, <https://www.interagencyboard.org>.

IACP News

IACP's biweekly e-newsletter, *IACP News*, keeps you up to date on events, training opportunities, and new resources from IACP.

IACP News is delivered directly to subscriber's inboxes every other Tuesday.

Not receiving it yet?

Subscribe at
www.theIACP.org.



ENROLLMENT IS OPEN NOW!

IACP presents:

Women's Leadership Institute

Concord, New Hampshire
August 20 – 25, 2017

Orillia, Ontario, Canada
September 17 – 22, 2017

Bellevue-Redmond, Washington
September 24 – 29, 2017

Saratoga Springs, New York
October 8 – 13, 2017

Atlanta, Georgia
October 29 – November 3, 2017

The IACP proudly offers a leadership certification program, the Women's Leadership Institute (WLI). The WLI program is a five-day, 40-hour course, focused on the unique challenges facing women leaders in law enforcement. To develop current and future leaders, the curriculum focuses on enhancing the business, leadership, and personal effectiveness skills of female leaders. This interactive program uses senior women instructors and mentors from U. S. and Canadian law enforcement agencies and operates in an intensive experiential learning environment. It is open to female and male sworn and non-sworn personnel serving in supervisory positions and senior patrol officers aspiring to become supervisors.

Institute Curriculum Focus Includes:

- Individual Differences
- Motivating Success
- Leading Teams, Organizations, and Change
- Crucial Conversations and Counseling
- Strategic Planning for Your Career
- Fair, Impartial, and Ethical Policing
- Understanding Stakeholders
- Leadership and Wellness
- Financial Management
- Networking and Mentorship

Graduates of the WLI will also receive a free one-year membership to the IACP.

Classes begin on Sunday evening and conclude early afternoon on Friday. Tuition includes tuition fees and **SELECT** mandatory meals incorporated into the Institute. Early Bird Pricing Available. Register early and save.

The training site and lodging for each location are negotiated by IACP. Lodging is negotiated based on per diem rates and will vary by city.

Registration for this Institute can be accomplished at www.theiacp.org/WLI. For more information or questions, please contact (800) THE-IACP, ext. 316 or WLIteam@theiacp.org.

For information, visit www.theiacp.org/training.

2017

WE
OFFER.
PROVIDE.
DELIVER.
YOU SUCCEED.



IACP Training
Programs

Leadership in Police OrganizationsSM

Open Enrollment Courses

Florida

Pembroke Pines Police Department
Leadership in Police OrganizationsSM (LPO)
August 21 – 25, 2017
September 18 – 22, 2017
October 16 – 20, 2017

Missouri

Springfield Police Department
Leadership in Police OrganizationsSM (LPO)
June 26 – 30, 2017
July 24 – 28, 2017
August 28 – September 1, 2017

Saskatchewan

Saskatchewan Police College, Regina
Leadership in Police OrganizationsSM (LPO)
September 25 – 29, 2017
October 23 – 27, 2017
November 27 – December 1, 2017

Texas (Plano)

Institute for Law Enforcement Administration
Leadership in Police OrganizationsSM (LPO)
October 9 – 13, 2017
November 6 – 10, 2017
December 11 – 15, 2017
Registration available online

West Virginia

West Virginia State Police Academy
Leadership in Police OrganizationsSM (LPO)
October 23 – 27, 2017
November 13 – 17, 2017
December 4 – 8, 2017

Wyoming

Wyoming Association of Sheriff's & Chiefs of Police
Leadership in Police OrganizationsSM (LPO)
June 5 – 9, 2017
June 26 – 30, 2017
July 31 – August 4, 2017



HSI and the Angel Watch Center: Combating Child Sex Tourism

By Peter T. Edge, Executive Associate Director, Homeland Security Investigations, U.S. Immigration and Customs Enforcement

It is often said that the world is becoming a much smaller place. The rapid advances in technology over the past several years now require agencies and departments at all levels and in every country to swiftly adapt their investigative strategies and techniques to collectively enhance their global reach to address all manners of transnational crime. The reality of 21st century law enforcement is that even crimes that were historically considered to be primarily a local issue now have the potential to expand into multi-jurisdictional—sometimes transnational—criminal investigations. While technological advancements have resulted in an overall net positive change for the whole of society, all too often these changes have been co-opted by criminals for a variety of illicit purposes. For example, enhanced technological and logistical efficiencies in the travel industry make it easier than ever before for a convicted child sex offender to fly across the world and potentially abuse a child in another country, a crime known as child sex tourism. To combat this growing crime, U.S. Immigration and Customs Enforcement, Homeland Security Investigations (HSI) has developed the Angel Watch Center. Through the recent enactment of legislation, HSI and its law enforcement partners have been granted greater ability

and resources to more effectively deter and prevent this transnational crime that has proportionally grown as society has increasingly become one global community.

HSI has continually adapted the manner in which it utilizes intelligence-driven data to proactively target and investigate a variety of transnational criminals and organizations. While significant amounts of resources have appropriately been devoted to the challenges law enforcement faces with ever-evolving areas of cybercrime, cyber-enabled crime, financial fraud, narcotics trafficking, and a virtually infinite number of other transnational crimes that have proliferated with the advent of new technologies, the sexual abuse of children has historically been considered a largely local issue. Unfortunately, changes in communications technology and enhanced efficiencies and reduced costs within the airline and travel industries have greatly contributed to a burgeoning child sex tourism industry. At no time in history has it been easier for individuals involved in the child sex tourism industry to communicate with one another, research hotels, book travel, and secure an inexpensive international flight to a country where children are tragically sold to predominantly U.S. and other Western travelers for the purposes of sexual

exploitation. In recognition of these developments, HSI has, for several years, through Operation Angel Watch, devoted staff and other resources to track sex offenders who engage in international travel and might be involved in this illicit and repulsive activity.

The efforts of HSI and its law enforcement partners at U.S. Customs and Border Protection (CBP) and the United States Marshals Service (USMS) involved in Operation Angel Watch were significantly bolstered in 2016 with the signing of the International Megan's Law to Prevent Child Exploitation and Other Sexual Crimes Through Advanced Notification of Traveling Sex Offenders.¹ This law brings together the expertise, resources, and unique authorities and abilities of HSI, CBP, and the USMS to effectively and collaboratively combat child sex tourism and traveling child sex offenders via the Angel Watch Center. This law strengthens law enforcement's ability around the world to appropriately track the travel of convicted child sex offenders, and it officially created the multi-agency Angel Watch Center, located at the HSI Cyber Crimes Center in Fairfax, Virginia. This new law leverages HSI's unique investigative authorities and global presence through its network of overseas HSI attaché offices and enhances cooperation among international, federal, state, and local law enforcement agencies. It also simultaneously strengthens existing sex offender compliance laws by enabling the Angel Watch Center to provide potentially actionable data that can be used by state and local departments in the United States to investigate—and ultimately refer for prosecution—noncompliant individuals who violate the terms and conditions

CONGRATULATIONS TO
SOUTHERN POLICE INSTITUTE ALUMNI ASSOCIATION'S
ALUMNUS OF THE YEAR



2017

CAPT. (RET.) EDWARD S. POCOCK III

SOUTHINGTON POLICE DEPARTMENT
J. ALLEN LAMB & EDWARD S. POCOCK III FOUNDATION, DIRECTOR
GRADUATE OF SPI'S 129TH AOC

Learn more about the Southern Police Institute: louisville.edu/spi

For more information on the SPI Alumni Association, visit: spiaa.org



Excellence in Policing

The University of Louisville is an equal opportunity institution. This publication was prepared by the University of Louisville and printed with state funds KRS 57.375

of their respective jurisdictions' sex offender registration requirements.

Though the law itself is new, HSI and its law enforcement partners in the United States and abroad have been combating child sex tourism for over a decade. Operation Angel Watch was originally conceived about a decade ago by HSI special agents assigned to the Los Angeles International Airport who observed a significant amount of repeated international travel by suspicious individuals to Thailand and other locations where commercialized child sexual abuse was known to occur. Further investigation of these travelers' backgrounds revealed them to be active registered sex offenders with convictions that involve sex crimes against children. Through the use of their unique customs and immigration authorities, HSI special agents were able to selectively target these individuals for further inspection by U.S. Customs and Border Protection officers upon their return to the United States to determine if they were in possession of child exploitation material. (Child sex tourists are notorious for documenting their exploitation of children overseas.) As Angel Watch evolved, HSI special agents and intelligence analysts eventually began to make referrals to the HSI attaché located nearest to the intended destination of the registered sex offender traveler, in an effort to potentially preempt abuse from occurring by notifying that country of the visiting offender's publicly available status as a registered child sex offender. Several investigations resulting in arrests and convictions, both in the United States and in other countries, were ultimately made through this notification process, which revealed individuals traveling for the purpose of engaging in sexual activity with children. Critically, it is a violation of U.S. law for an individual to travel to a foreign country and engage in illegal sexual conduct with a child. Federal law establishes that, regardless of where the offense takes place, the United States retains extraterritorial jurisdiction to investigate and prosecute individuals who violate the child sex tourism statute (18 U.S.C. § 2423). The transnational investigative mandate and unique authorities associated with its immigration and customs responsibilities have made HSI the long-established leader in combating this heinous crime.

Because of the success of the HSI Los Angeles efforts, the Angel Watch program was ultimately transferred to the HSI Cyber Crimes Center in 2010, where it could be expanded to provide overall coverage of all international airports in the United States. As a result, special agents and intelligence analysts with HSI have since developed the ability to cross-reference international flight passenger manifest data with the national sex offender registry to identify individuals

convicted of sex crimes involving children and who are engaging in international travel.

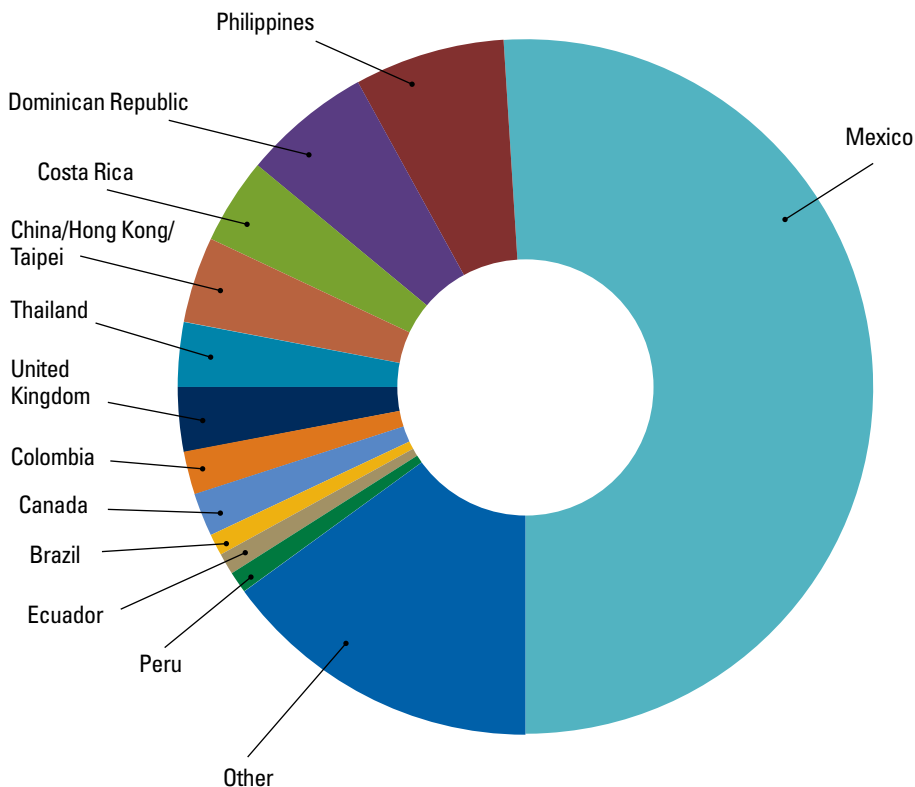
Upon positively identifying an individual as a traveling child sex offender, further inquiries are conducted related to the nature of the offense for which they are registered, circumstances of travel, and to which country the individual is traveling. Notification of the travel to the country of intended destination, via the HSI attaché office, is then made, with priority targeting of travel to countries with known underground commercial child sex tourism industries.

The robust network of HSI attaché offices remains one of the key components of the success of the Angel Watch program. Through the international partnerships forged by HSI attachés, HSI special agents are able to communicate directly with their international law enforcement counterparts in the respective national police, customs, or immigration departments to provide ample notification of a registered sex offender's inbound arrival into their country. It is important to note that the Angel Watch program does not request specific action be taken by a country of destination. Rather, HSI and its law enforcement partners at the Angel Watch Center merely seek to act as good global citizens by providing notification to the country, enabling it to make a fully informed decision regarding admissibility of the individual into the country and providing intelligence to aid in the immigration

and customs screening process. With the increased ability of individuals desirous of engaging in sexual activity with children to communicate in encrypted online forums via the Dark Net or other anonymized electronic communication methods, the use of intelligence-driven targeting of registered sex offenders is increasingly important to combat the burgeoning child sex tourism industry.

As previously stated, the world is becoming smaller. The traditional concepts within the United States of law enforcement agencies sharing intelligence on sex offenders to promote the safety of the community must extend beyond local communities and involve global coordination. Through the Angel Watch Center, the ability of law enforcement to share information in real time enhances safety for communities worldwide by ensuring that destination countries are appropriately alerted to the travel of potentially dangerous individuals previously convicted of sex crimes against children and currently registered as sex offenders. The historical success of Angel Watch and the recent passage and implementation of the International Megan's Law, creating the multi-agency Angel Watch Center, have resulted in a significant amount of positive interest from countries around the world seeking to emulate the concepts on which the program is founded. Additionally, HSI has entered into reciprocal agreements with other countries, including the United

Figure 1: Top 12 Countries Receiving Angel Watch Referrals in Fiscal Year 2016



Note: There were 1,780 Angel Watch referrals to other countries in FY 2016.

Kingdom, who similarly shares their sex offender travel data. Just as it is among U.S. law enforcement, the benefits of enhanced sharing between international law enforcement agencies is increasingly a necessity.

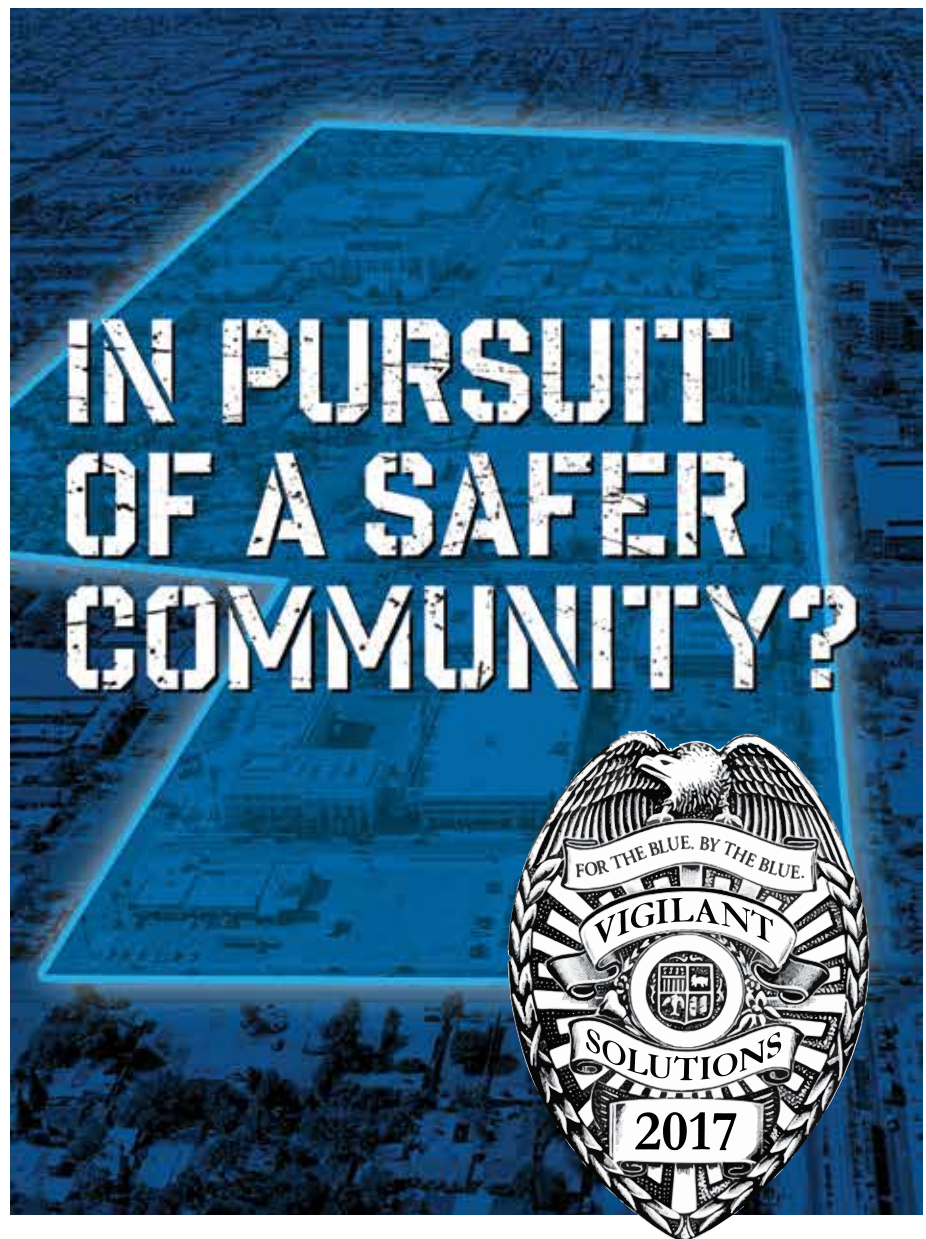
An equally important result of the International Megan's Law is the role it plays in potentially increasing registration compliance by ensuring those who fail to abide by the terms and conditions of their registration requirements are held fully accountable. The law strengthens existing sex offender compliance laws by enabling the Angel Watch Center, via HSI and USMS, to provide potentially actionable data to local departments that can be used in their jurisdictions to prosecute noncompliant individuals who violate the terms of their registration. Often the individuals being identified as traveling have not made the appropriate notification of their international travel, as can be required by the conditions of their sex offender registration. This places the child sex offender in potential violation and empowers local law enforcement or the USMS to take appropriate investigative and enforcement action. Additionally, a provision of the law now requires a special unique identifier on the passport of actively registered child sex offenders, which will further assist local, federal, and international law enforcement to appropriately track the international movements of these individuals.

The number of traveling child sex offenders is fluid, and the tracking of data is reliant on continuous targeting. With almost 900,000 registered sex offenders in the United States, it is imperative resources are focused on the most high-risk individuals: child predators.² Angel Watch accomplishes this and represents a continuing effort by the United States to act as a good global neighbor by monitoring the international travel of these individuals and ensuring the international community is advised of impending travel to their countries. Through continued and enhanced collaboration made possible through the efforts of the Angel Watch Center, HSI and its law enforcement partners are doing their part to develop and incorporate truly innovative policing solutions that promote the responsible global citizenship that is necessary in an increasingly global community where protection of children everywhere is now a shared responsibility. ♦

Notes:

¹International Megan's Law to Prevent Child Exploitation and Other Sexual Crimes Through Advanced Notification of Traveling Sex Offenders, Pub. L. No. 114-119 (2016).

²National Center for Missing & Exploited Children, "Map of Registered Sex Offenders in the United States," http://www.missingkids.com/en_US/documents/Sex_Offenders_Map.pdf.



Wrap a virtual fence around your community to proactively prevent crime and improve safety. Add investigative power and enhance safety with fixed license plate recognition cameras without increasing manpower. Strategically positioned cameras at entries and exits create the virtual fence.

- Receive alerts when vehicles of interest enter your community
- Identify rolling stolens
- Get more information for criminal investigations

VIGILANTSOLUTIONS.COM



LICENSE PLATE RECOGNITION. ANALYTICS. FACIAL RECOGNITION.

Will SMARTER CITIES Mean SMARTER LAW ENFORCEMENT?

By Bill Schrier, Senior
Adviser, FirstNet

Every city wants to be a “smart” city. But will smart cities be safer? Will they have less crime, better law enforcement, and an improved quality of life for their residents?

Commercial companies have used the phrase “smart city” to market their products for years.¹ Cities such as Amsterdam, the Netherlands; Barcelona, Spain; and Singapore have been networking sensors and devices to manage their infrastructure for some time.² In the United States, Chicago, Illinois, is actively pursuing an initiative it calls the “array of things,” deploying sensors to monitor traffic, air quality, and weather.³ Columbus, Ohio, won \$40 million from the U.S. Department of Transportation in the Smart City Challenge, to be matched with an additional \$100 million from other partners.⁴ Columbus is integrating vehicles, transit, and sensors into its transportation network, speeding people—especially those with limited incomes—to jobs and health care.

Most of these smart city initiatives revolve around transportation, energy, and waste management. How will smart cities improve public safety and reduce crime?

What Is a Smart City?

The National League of Cities, in its December 2016 report, *Trends in Smart City Development*, described how smart cities are evolving.⁵ Cities have used sensors in streets, automated traffic counters, traffic cameras, and signal synchronization for years to manage transportation. Now sensors are becoming much less expensive and are in mass production; these affordable devices sense traffic flows, crowds in a street or plaza, and occupation of parking spaces. Fire alarms and burglar alarms are networked in a smart city. Controllers will be found in traffic signals, bridges, street lights, electrical transformers, water valves, cell towers, building heating and air conditioning systems, and throughout the grids and infrastructure of a city. High-speed fiber and wireless networks

AUGMENTED REALITY (AR)

AR overlays information from databases and other sources onto real-world objects like buildings. AR requires computer recognition of the building based on visual cues and GPS. For law enforcement, AR might also include a history of criminal activity, 9-1-1 calls, and other information about the premise.





HELP US BECOME 30,000 STRONG!

Our goal is to reach
30,000 members by June 30th!

**WE NEED YOUR HELP TO MAKE
THIS HAPPEN—SPONSOR A COLLEAGUE TO
*JOIN THE IACP TODAY!***

By helping us reach our goal,
you are supporting the men and women of law
enforcement around the globe who work hard to
keep our communities safe.

Go to www.theIACP.org/Becomeamember for access
to the online membership application or to download the
printable form—you can also sponsor new members
through the President's Drive and qualify for prizes
(www.theIACP.org/Presidents-Drive).



CONNECT



PARTICIPATE



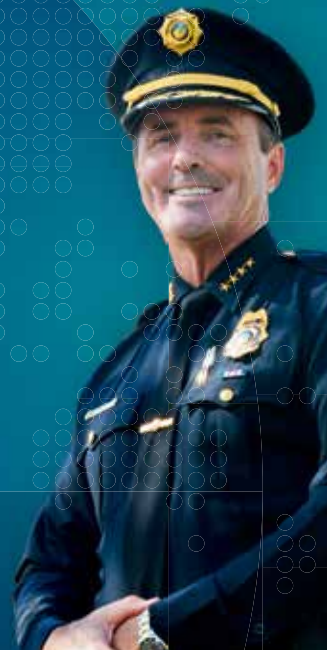
LEARN



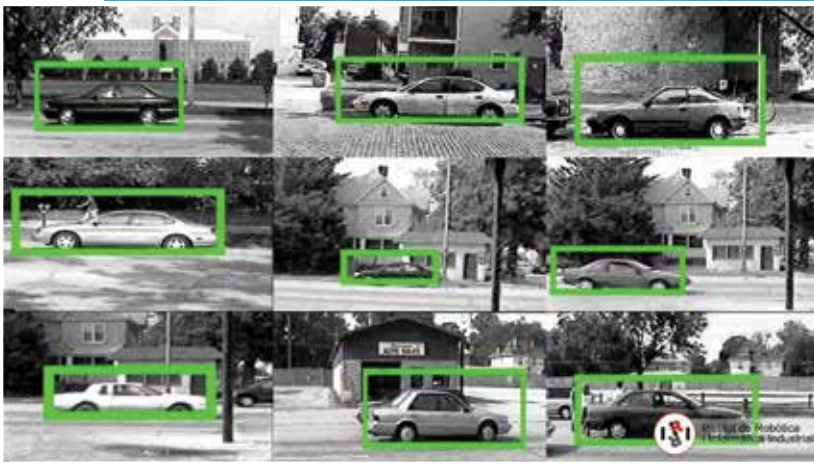
ADVOCATE



SUCCEED



See the President's Drive ad on pages 64–65.



OBJECT RECOGNITION

Computer recognition of objects is extraordinarily difficult. Most toddlers can tell the difference between a dog and a cat, but object recognition software will need to be trained with millions of photos. Even basic recognition of a vehicle's make, model, and year is complicated because the vehicle can be viewed from many different angles under many different light and weather conditions.

connect these devices. Drones and self-driving cars will participate in the network.

What does this mean for law enforcement?

High-Speed Wireless Communications

Two-way radio transformed police communications in the 1920s. Today, fourth generation (4G) long-term evolution (LTE) wireless networks are pervasive in populated areas of the United States. Such networks enable communications for everything from smartphones to tablet computers to body-worn video cameras and form the basis for the coming smart cities revolution.

To take advantage of 4G LTE networks, law enforcement agencies need to issue LTE devices to their officers. This is often a significant financial burden—smartphones such as the Apple iPhone and Android phones, such as the popular Samsung Galaxy S7, often cost at least \$600 each, as well as carrying a monthly service cost of \$45 or more. A mobile device management system to secure and manage the devices; apps such as digital evidence

management; and add-on devices such as fingerprint readers increase the cost.

While many private enterprises and other government agencies allow employees to “bring your own device” (BYOD), that option can be treacherous for both individual officers and law enforcement agencies. For example, the collection of crime scene photographs on a personal device might be inadmissible in court, and the presence of personally identifiable information from victims and suspects on an officer's personal device potentially violates privacy laws, as well as agency policy.

In short, law enforcement agencies need to issue their officers' mobile devices and use mobile device management systems.

Another issue with LTE networks is a lack of capacity and priority. Smartphones are now carried by 80 percent of U.S. residents aged 13 or older.⁶ For many of those users, the smartphone is their only Internet or telephone connection, so the device is in almost constant use. Social media apps such as Facebook, YouTube, Google Maps, and Instagram are very popular—in use on 50 percent or

SMART BUILDINGS

A smart city uses sensors, video, and other networked devices to manage its assets such as buildings. A school, for example, will have fire alarms, burglar alarms, video cameras, HVAC controls, entrance controls, and other devices on a network. Information from these devices—video feeds, for example—could be made available to police, firefighters, and paramedics responding to an incident at the school. Such information might allow them to rapidly isolate and control the incident.



more of those devices—but these apps are also bandwidth hungry.

Law enforcement and other first responders have no priority on existing wireless networks. Some commercial carriers are offering a limited priority service for public safety, but this option comes at an additional cost. The First Responder Network Authority (FirstNet) was authorized by the U.S. Congress in 2012 after intense advocacy by IACP and other public safety organizations and leaders.⁷ FirstNet is funded by \$7 billion from the sale of the spectrum and will be deployed in 2018 by AT&T with a consortium of partners.⁸ Using FirstNet, first responders will have priority and will be able to preempt lower priority users during major incidents and disasters. In fact, AT&T promises it will give first responders such priority on its existing network in a state, immediately after that governor agrees to the final FirstNet plan for that state.⁹ FirstNet anticipates having pricing plans, bundles of services, and apps tailored to law enforcement and other first responders and plans to publish a plan for each state in 2017 with all these details.

Real-Time Video Streaming and Analytics

The availability of cheap, easy-to-use video cameras in smartphones has impacted not just policing, but society in general. Every kid and grandparent with a phone now takes video, and many of those videos find their way to social media sites such as YouTube. The availability of video on smartphones has starkly affected law enforcement, as the actions of officers are often recorded and posted from a third party's sometimes unflattering point of view.

Use of video by law enforcement agencies has also expanded, but will be transformative in the next five years.

Dashcam video is now found in many agencies. Video observation cameras, both publicly and privately operated, have proliferated everywhere. These include traffic cameras, security cameras, and technologies such as the Police Observation Devices (PODs) used in Chicago, Illinois, which now include micro-PODs and mobile PODs.¹⁰ In addition, the use of body-worn video cameras is becoming widespread.

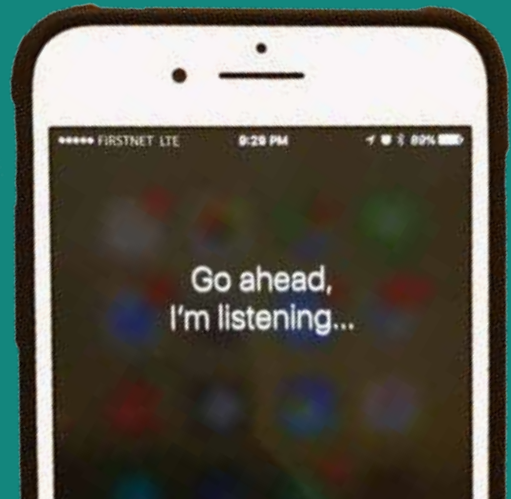
The next steps will be to use LTE wireless networks, including FirstNet, to live-stream video from the field to dispatch centers, incident commanders, and other officers. Live-streaming—including that from cameras worn by officers—might allow command centers to rapidly investigate 9-1-1 calls about incidents in public places, alert officers to the situation before they arrive, or help direct additional resources rapidly during an incident.

Video from unmanned aerial vehicles (drones) can aid officers searching rough

LAW ENFORCEMENT VIRTUAL ASSISTANT

Natural language processing is found on smartphones, computers, and specialized devices like the Amazon Echo. A virtual assistant tailored for law enforcement will be developed, which will recognize terminology specific to police work.

Such a virtual assistant could also be linked to databases of the criminal code, warrants, evidence, and so forth to allow rapid searches based on voice commands. Speech-to-text capability could allow police officers to dictate reports rather than type them on a keyboard.



terrain to find suspects or missing persons. Almost 350 law enforcement agencies in 43 states are already using drones for a variety of purposes.¹¹ Video cameras in schools and other buildings could be live-streamed (with permission of the principal or building owners) to guide officers to injured people, burglars, or crimes-in-progress.

Video Analytics

Who is watching this proliferation of video streams and what can be done with the video?

Universities, social media companies, and firms providing police video cameras are powering research into video analytics. Automated license plate recognition (ALPR) has been available for some time, and facial recognition is another such real-time analysis tool. Future advances will likely include vehicle and object (e.g., packages, clothing, weapons) recognition.

Video analytics has power far beyond recognition, extending to indexing and search capabilities. The audio conversations on body-worn and dashcam video can be converted to text and indexed, despite the noisy, complex situations often encountered in the field. With this combination of video analytics and speech-to-text, plus integration with computer-aided dispatch (CAD) and records management systems (RMS), almost all video streams captured from every source can be automatically indexed. This will save officers many hours of manually typing (and mistyping) indexing information for their video each shift. It will vastly simplify finding the video as well, perhaps making the search as easy as "find all video relating to the Brown

attempted homicide case on January twenty-third, two thousand seventeen" and then "on this video find the place where Officer Smith ordered Brown to drop his weapon."

Stanford University has been working with the Oakland, California, Police Department to analyze the body-worn video and speech of officer interactions with the community to improve training and help officers recognize phrases and language they can use to de-escalate confrontations.¹²

Furthermore, officers will dictate their actions and investigations to body-worn video cameras. This is already occurring in some places, such as at the Pullman, Washington, Police Department.¹³ Knowing the officer's state of mind, as told to the video, might help mitigate situations where reviewing other angles seem to place the police officer at fault—for example, the shooting of Terence Crutcher in Tulsa, Oklahoma, in September 2016.¹⁴

Video Chat

A new generation of video chat apps is taking hold among teenagers. Video chat apps, adapted for law enforcement, might allow teams that are spread out on a perimeter to live-chat or allow an investigator in the field to have a conversation with detectives, forensic experts, and commanders in real time.

Police officers have significant requirements for training. These same video chat apps—or more traditional ones like Microsoft Skype—allow officers to take such training in their precinct stations, at home, or even in a patrol car, minimizing the amount of time lost in travel to a training center.



SMART CITIES

Smart Cities have networks, sensors, and controllers to manage their infrastructure. That infrastructure includes streets, parking, transportation, water, wastewater, energy, lighting, and fire detection. It uses video cameras, drones, body-worn cameras, and vehicle and wearable sensors to collect information. Actionable information must be distilled from all this data by a real-time analytics center and sent to first responders via a high-speed network with priority access such as FirstNet.

Accessorized Police Officers

Body-worn video cameras are becoming a standard accessory for the well-outfitted law enforcement officer. However, other sensors are under development by private companies and programs such as the Department of Homeland Security's Next Generation First Responder.¹⁵

Such sensors measure heart rate, skin temperature, hydration, blood pressure, and similar signs of potential stress that can indicate when an officer is, for example, running to chase a suspect. These can be coupled with external sensors for air temperature, chemicals, and hazardous materials detection. Other sensors might detect if the officer has drawn a weapon.

Such sensors could not only alert the officer to a threat, but could alert other nearby officers and a dispatch center. The dispatch center, in turn, could activate the officer's body-worn video cameras and other nearby video cameras, then dispatch other officers—including nearby plainclothes units or specialized units such as hazardous materials containment—to assist.

Next Generation 9-1-1, Smart Cities, and Real-Time Analysis Centers

The full capability of Next Generation 9-1-1 (NG9-1-1) is yet to be realized. Some states and public safety answering points

(PSAPs) now use text-to-911. Emergency services Internet protocol networks (ESI-Nets) are deploying, allowing 9-1-1 calls and high-speed data to transfer seamlessly between PSAPs and dispatch centers.¹⁶

The next stage of NG9-1-1 will include receiving video, images, electronic mail, documents, and other digital material from people calling 9-1-1 centers.

In addition, cities across the United States are likely to also see widespread use of "smart city" control devices and sensors. Smart buildings and schools can have networked fire and burglar alarms, HVAC systems, video surveillance cameras, entrance and exit controls, and more. Electricity, water, wastewater, and gas utility networks will have sensors at every valve and transformer. Street networks are already managed with sensors, but even more traffic control devices will be deployed.

All this data—from NG9-1-1 and from millions of smart cities sensors and devices—will flood into control centers, including PSAPs. This flood is likely to overwhelm 9-1-1 operators and dispatchers, who are already busy with voice calls.

Some cities such as New York and Memphis, Tennessee, have already implemented real-time crime centers. But every city or region might need to implement real-time analysis centers to manage the flood of data from NG9-1-1 and smart cities' networks.

These centers will need powerful computers to crunch and analyze the data using video analytics; data analytics; and, eventually, artificial intelligence engines such as IBM's Watson.¹⁷ In some areas, existing fusion centers might be able to take on this role.

The result of these analyses is actionable information that needs to flow to emergency responders, including law enforcement. For example, the robbery of a convenience store, promptly reported, might include tracking the criminals to their vehicle and tracking that vehicle through the city to eventual arrest without the need for a dangerous high-speed pursuit.

The source of power or water outages will be quickly located and fixed by responding crews, while police and fire secure the affected areas, visibly displayed on their mobile maps. Burglar alarms linked to video cameras and body-heat sensors in a building will allow dispatch centers to direct officers to the specific location of the intruder. Schools in lockdown due to unauthorized intrusions or active shooters will make their sensor and video feeds available to responding officers, simplifying searches.

Again, the key to getting this type of actionable information from the real-time analysis center to responders in the field is a high-speed, reliable, LTE wireless network.

A Digital Assistant: Sherlock

The best way to put more officers on the street is to get them out from behind their computers typing reports.

Perhaps the most profound change leading to smarter law enforcement is natural language processing coupled with artificial intelligence. Natural language processing applications, such as Amazon's Alexa or Apple's Siri, have "skills" that allow people to verbally request information or services. While many of these requests are almost trivial, such as ordering more dishwasher detergent or playing music, more complicated skills with links to external resources and databases will develop.

Law enforcement needs—and will eventually have—its own virtual assistant with natural language processing. For the purposes of this article, it will be named "Sherlock." Sherlock will understand officers' language and field-specific vocabulary. Sherlock will link to existing two-way radio systems and smartphone apps and will be able to voice-enable applications such as CAD, RMS, digital evidence, and other law enforcement software.

Officers and detectives at the incident scene will dictate their reports to their smartphone or body-worn video camera, which drafts that report using speech-to-text technology.

In addition, officers will ask Sherlock to check for wants and warrants on people, run license plates, take photographs of identity cards, verify identities, and handle

many more tasks. With natural language processing in the virtual assistant, officers are freed from the need to type and look down at a keyboard or screen, thus the technology keeps them safer as well.

Augmented reality (AR) will also be able to support officers, giving them real-time and historic information about people and premises. When an officer walks up to a home or a vehicle, that officer could have a complete history of who might be on the premise, what incidents have occurred there, and the level of potential danger.

Sherlock, coupled with real-time language translation services that already exist, such as Microsoft Skype and Google Translate, will allow officers to communicate more easily with community members for whom there is a language barrier.

Conclusion

Does all this coming technological sophistication mean departments need to hire technical whiz kids and geeks to be police officers?

No, quite the contrary. Officers do need high-tech tools such as smartphones, tablet computers, and an LTE network with guaranteed priority access: FirstNet. Access to an LTE network is essential for the future of smart law enforcement anytime and anywhere agencies are called for service.

But the technology will become much more human-friendly and easy to use. Natural language processing is a perfect example, as it will replace most typing on a keyboard and the need to have a high level of computer skills to do most law enforcement tasks. The technology will take over the dull, boring, repetitive tasks that many police officers hate.

Officers can then concentrate on honing their human skills: building trust in the community, conflict management, active listening, and critical observation.¹⁸ They can work on crisis intervention and crime prevention and become expert detectives, using these human skills along with powerful technology to solve crimes.

Yes, "smarter" cities will mean "smarter" law enforcement, but that will occur only with law enforcement officers who are even more skilled as human beings: keen detectives, street psychologists, and daily crisis managers. ♦

Notes:

¹Cisco, IBM, and Microsoft are examples of these companies.

²Amsterdam Smart City, <https://amsterdam-smartcity.com/projects>; Starting in 2012, Barcelona deployed responsive technologies across urban systems including public transit, parking, street lighting, and waste management: Laura Adler, "How Smart City Barcelona Brought the Internet of Things to Life," Data Smart City Solutions, February 18,



2015, <http://datasmart.ash.harvard.edu/news/article/how-smart-city-barcelona-brought-the-internet-of-things-to-life-789>; Aaron Soup-pouris, "Singapore Is Striving to Be the World's First 'Smart City,'" Engadget, November 13, 2016, <https://www.engadget.com/2016/11/03/singapore-smart-nation-smart-city>.

³Array of Things, "FAQ," <https://arrayofthings.github.io/faq.html>.

⁴U.S. Department of Transportation, "U.S. Department of Transportation Announces Columbus as Winner of Unprecedented \$40 Million Smart City Challenge," press release, June 23, 2016, <https://www.transportation.gov/briefing-room/us-department-transportation-announces-columbus-winner-unprecedented-40-million-smart>.

⁵National League of Cities, "New Report on Smart Cities Released by National League of Cities," press release, January 5, 2017, <http://www.nlc.org/article/new-report-on-smart-cities-released-by-national-league-of-cities>.

⁶Marketing Chart, "Smartphone Penetration Nears 80% of the US Mobile Market," February 8, 2016, <http://www.marketingcharts.com/online/smartphone-penetration-nears-80-of-the-us-mobile-market-65214>.

⁷First Responder Network Authority (FirstNet), "First Responder Network Authority," www.firstnet.gov.

⁸Jon Brodtkin, "AT&T Gets \$6.5 Billion to Build US-Wide Public Safety Network," *Ars Technica*, March 30, 2017, <https://arstechnica.com/information-technology/2017/03/att-gets-6-5-billion-to-build-us-wide-public-safety-network>.

⁹Donny Jackson, "Officials Promise Preemption for Public Safety Subscribers Across FirstNet and AT&T Networks," Urgent Communications, March 31, 2017, <http://urgentcomm.com/public-safety-broadbandfirstnet/officials-promise-preemption-public-safety-subscribers-across-firstn>.

¹⁰Chicago Police Department, "Police Observations Devices (PODs)," <http://home.chicagopolice.org/inside-the-cpd/pod-program>.

¹¹Jason Shueh, "As Drones Become a Norm in Police Work, One California Law Agency Explains Why It Bought In," *StateScoop*, April 10, 2017, <http://statescoop.com/california-police-department-joins-347-other-agencies-deploying-surveillance-drones>.

¹²Kayla Nick-Kearney, "Oakland Police Teams Up With Stanford for Help Interpreting Body Camera Data," *StateScoop*, April 7, 2016, <http://statescoop.com/stanford-university-interprets-film-from-oakland-body-cameras>.

¹³David Makin, "When the Watchers Are Watched: An Interpretative Phenomenological Analysis of Body-Worn Cameras," *Journal of Qualitative Criminal Justice and Criminology* 4, no. 1 (May 2016): 113–151.

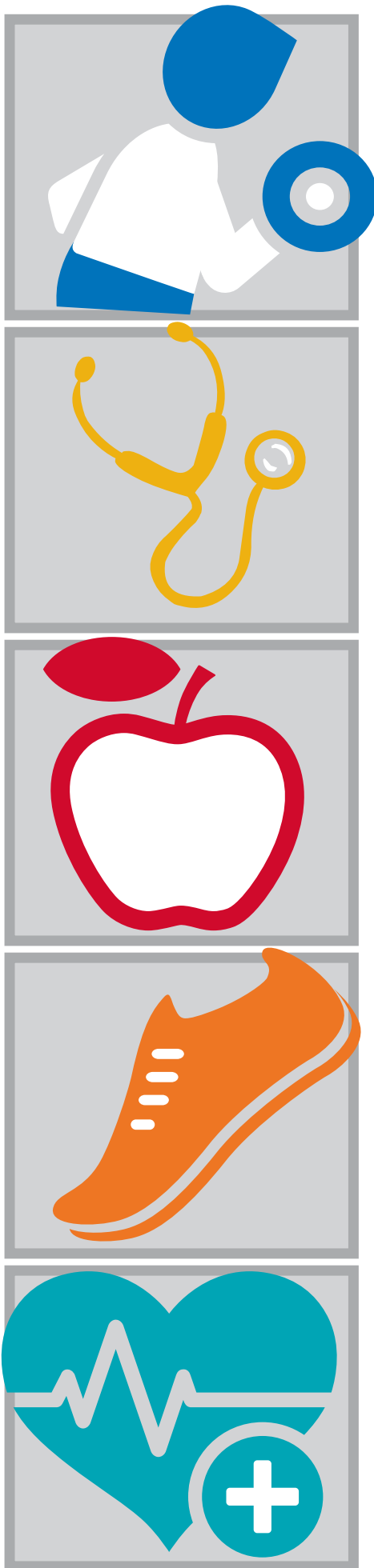
¹⁴Bill Whitaker, "Officer Betty Shelby Breaks Silence on Terence Crutcher Shooting," *60 Minutes*, April 2, 2017, <http://www.cbsnews.com/news/terence-crutcher-unarmed-black-man-shooting-60-minutes>.

¹⁵U.S. Department of Homeland Security, "Next Generation First Responder Apex Program," <https://www.dhs.gov/science-and-technology/ngfr>.

¹⁶"Congress Needs to Step Up and Champion Next-Generation 911 (NG911)," *View From the Top* (blog), Urgent Communications, November 29, 2016, <http://urgentcomm.com/blog/congress-needs-step-and-champion-next-generation-911-ng911>.

¹⁷IBM, "Government: Public Safety," https://www-935.ibm.com/industries/government/public_safety.html.

¹⁸Columbia Southern University, "5 Essential 'Soft Skills' for Criminal Justice Professionals," *Police Magazine*, April 1, 2017, <http://www.policemag.com/channel/careers-training/articles/2017/04/5-essential-soft-skills-for-criminal-justice-professionals.aspx>.



Ohio's Model of a COMPREHENSIVE HEALTH AND PHYSICAL FITNESS PROGRAM

By John Born, Director, Ohio Department of Public Safety, and Paul A. Pride Superintendent, Ohio State Highway Patrol

The Ohio State Highway Patrol's (OSHP) Health and Physical Fitness Program (HPFP) is a uniquely comprehensive program consisting of medical evaluations, clinical fitness appraisals, fitness standards, multiple incentives, and a progressive discipline process. To OSHP's knowledge, there is no other program like it for law enforcement in the United States. The program's benefits—the health and wellness of OSHP's officers, the increased operational output for providing high-quality public safety services, and the quality of life for officers upon retirement—make it a model for other agencies seeking similar improvements.

The public policy benefits of a healthy, fit, and capable workforce are obvious. The long-term budget impacts are equally positive. Those in elected and appointed public safety leadership positions and those they serve will benefit from leading change in workforce fitness and health.

The HPFP's main purpose is to increase officer safety. It is imperative to the safety of the officers that they are physically prepared to handle the demands and responsibilities of a law enforcement job, particularly in today's challenging environment. Being physically unprepared could result in serious injury to or even the death of an officer, his or her fellow officers, or the members of the public they are sworn to serve and protect.

By creating a stronger overall awareness of fitness throughout the OSHP, leadership ensures that OSHP's officers are healthier, stronger, and more fit, which reduces the likelihood of injuries. If injuries do occur, healthier employees usually recover more quickly than less healthy individuals.

The level of occupational injury claims, including injuries resulting from participation in HPFP, further supports the benefits of officer physical fitness. In 2015, the OSHP had just 10 HPFP-related injuries, and that number dropped to 4 in 2016. While zero injuries is the goal, with over 1,600 participating officers, this figure represents over a 99 percent success rate in keeping officers healthy in terms of HPFP compliance. Overall occupational injuries dropped too, from 44 in 2015 to 36 in 2016.¹

Benefits of HPFP also extend beyond the safety of active personnel. The OSHP has its own single-employer retirement system. From the retirement system's standpoint, because career officers maintain a healthy lifestyle while active, most maintain that lifestyle in retirement, which results in lower medical expenses once they enter retirement. That in turn saves the retirement system money, which results in lower health care premium costs to retirement system members. The retirement system, because of these factors, is even able to offer better coverage at lower rates because more people in the retirement system are healthier for their age than their peers in the general population.

Origin Story of HPFP

From the late 1960s through the early 1970s, a series of high-profile college campus protests and riots, as well as prison uprisings in Ohio, exposed fitness deficiencies within the OSHP personnel.

Colonel Thomas Rice (ret.), who, as a major in the early 1980s, commanded the OSHP Human Resources Office, noted that officers were simply not prepared and able to respond at a physically fit readiness level.

There were guys who shouldn't have been on the riot line. They were required to respond with riot gear and were just out of shape.²

Rice described the origin of the HPFP program as an "evolution of a need." It was not just about job performance, although that certainly was a factor. More concerning was the number of young OSHP officers being injured and dying of heart attacks.³

Before the early 1980s, various field commanders set up rudimentary physical fitness obstacle courses for officers. The only semblance of a fitness program occurred just one day each year during annual civil disturbance training when officers were tested in timed running, pushups, and sit-ups. Most officers at that time did no other fitness training, which resulted in a high frequency of knee and ankle injuries during the tests, as well as a few heart attacks.

The OSHP superintendent at that time, Colonel Jack Walsh (ret.), subsequently suspended the physical fitness testing from the civil disturbance training agenda over an increasing concern of those injuries being sustained.

Rice and Lieutenant Colonel Rob Hartsell (ret.), who had worked together in the academy during the mid-1970s, were then authorized by Walsh to work on the development of a new job-related physical health and fitness program.

The evolution of the HPFP dates back to 1981 when a study was conducted in partnership with the Guernsey Memorial Hospital in Cambridge, Ohio, under the guidance of Hartsell, who was the OSHP Cambridge District Commander at the time.

The purpose of the study to determine the general physical fitness level of patrol officers was threefold: (1) help employees identify potential or existing medical problems, especially those of a cardiovascular nature; (2) provide a medical database on which to build a new job-related fitness program or change the existing one if necessary; and (3) evaluate and identify physical ability and fitness needs to determine adequacy of present entrance-level requirements for troopers.

In June and July 1981, a random group of 20 OSHP officers, representing various ages and both genders, were selected to participate in the study and associated testing.

An unexpected benefit from the study test results was that previously undetected cardiac irregularities were discovered in approximately one-third of the test participants. Because of their participation in the Cambridge study, these at-risk officers were able to get potentially life-saving treatment, which was precisely one of the objectives behind instituting HPFP in the first place.

After reviewing the results of the Cambridge study with medical experts, the HPFP

evolved further in 1982 when it was decided to move from the semi-annual fitness testing to a program that included a clinical evaluation at one central location. An exercise physiologist was hired to develop and oversee the program, and a licensed practical nurse was hired to assist the OSHP in-house physician in conducting physicals.

Implementation of the new program first began for all officers over 40 years old in 1983. The initial testing was mandatory; however, compliance was voluntary as its effectiveness and feasibility continued to be examined.

The initial fitness evaluation consisted of assessing arm and leg flexibility, analyzing body composition via skin folds and hydrostatic weighing, evaluating cardiac function with a 12-lead EKG, and measuring oxygen consumption (VO₂ max) through gas analysis while running on a treadmill or riding a stationary bike. The evaluation was later expanded to include a one-repetition maximum bench press and leg press.

A schedule of evaluating all officers over 40 years old every two years and those under 40 years old every four years was adopted due to the higher incidence of heart disease and other illnesses with advancing age.

Collective Bargaining and Legal Challenges

Rice credited union leadership for a period of labor peace after the OSHP's first collective bargaining agreement passed in 1986. The next labor negotiations and resulting labor agreement included the HPFP program, which both union and management negotiators agreed was beneficial for officers' health and safety, as well as improving cost effectiveness.

Over time, HPFP has become ingrained within the OSHP. Health and fitness is an expectation built into the organizational culture and no longer just part of a special program.

In the 2016 labor negotiations, OSHP was able to reach an agreement on the terms of the program—both management and the union understand the importance of the program and the expectation for all officers to meet the requirements of the program. Required fitness standards are established for all officers. Meaningful incentives are included for those officers who meet or exceed those standards, and progressive disciplinary actions—up to and including removal—are spelled out for those who fail to maintain compliance with the standards.

HPFP has successfully weathered legal challenges at each stage of implementation. In the early phase, a Fraternal Order of Police challenge went all the way to the Ohio Supreme Court in 1983, which not only upheld the challenged fitness standards but also quickly recognized the benefits of an HPFP:

The need for the basic standards of maintaining physical condition and fitness for continuance of service in the patrol is obvious. Physical soundness of the patrolmen not only serves the state and its citizens well by way of having the officers fit to respond to a particular problem, but also at the same time serves the officers well in the sense of self-protection.⁴

By 1985, the union and OSHP agreed on the concept of a comprehensive HPFP, though they had not yet ironed out all the terms. To resolve the disagreement, Ohio's State Employment Relations Board held a fact-finding hearing resulting in the recommendation to include the patrol's program in the union contract.⁵ The resulting agreement in March 1989 incorporated the terms of the HPFP, itself, into the contract.⁶

Nearly 10 years after official incorporation of the HPFP into the collective bargaining agreement, the Sixth Circuit Court of Appeals—one step below the U.S. Supreme Court—also sided with the OSHP, this time rejecting a challenge brought under federal disability law to the inclusion of maximum trooper weight limits in the HPFP.⁷ Thus, the current program is grounded on a strong legal foundation.

The Current Program

In the current iteration of the HPFP, an exercise physiologist develops and oversees the fitness appraisals, a licensed registered nurse assists an in-house physician in conducting physicals, and a dietician provides support to officers in meeting program standards.

OSHP has settled on a multiphase program designed to address the issues of good health and physical fitness for sworn officers. Following the evaluation, information concerning each officer's level of health and fitness is provided to the officer in the form of a confidential, individualized, and comprehensive Health and Physical Fitness Evaluation (HPFE). All officers receive a comprehensive HPFE approximately every two years. An officer or other bargaining unit employee can also be ordered to submit to an HPFE or phases thereof at any time.

HPFP Evaluation Process

Medically approved methods are used to evaluate each officer's total health and fitness in four phases: body composition (weight proportionate to height), cardio-respiratory endurance, strength, and flexibility.

Standards for all four phases are categorized according to gender and age. A minimum acceptable level of personal health and fitness in each phase is required, and the failure to meet the minimum acceptable level in any phase results in the officer entering the first level of the progressive levels of testing and discipline. If an officer is able to meet the HPFP minimum requirements

for all areas of the fitness evaluation and obtains a designated score, he or she becomes eligible for a fitness ribbon, and the "Star" level is awarded to officers with higher-set scores who exceed the minimum requirements in all areas.

Testing goes beyond recruiting and training. Tom Chodzin, who has been the OSHP exercise physiologist for the past 33 years, points to a unique quality of the program—incoming officers are required to maintain a level of fitness throughout their career.

*A benefit to the officer is continuity of the program. We have all their results and levels throughout their career. It helps us monitor and measure risk and allows the officer to take much more control over their own health.*⁸

He also noted that the fundamentals of the program have not changed substantively in three decades, including a comprehensive physical examination, stress EKG test, cardio endurance, body fat composition, strength, and flexibility. The same standards exist from the rank of colonel down to patrol officers, and everyone is tested every two years.

The current cultural climate can lead to higher stress levels that can contribute to "silent killers" like blood pressure and heart disease. Over the years, officers have caught a significant number of abnormalities during their evaluations that could have been fatal if left untreated. For example, in 2016, a trooper in his 30s had an abnormal EKG. Fortunately, he discovered the heart abnormality through the program, and he was able to get to a specialist and ultimately had a stent put in.

HPFP Evaluation Stages

Stage One—The officer goes for some preliminary sensory evaluations. Under the direction of the division nurse, a standard vision test for color, near vision, and far vision and a standard hearing test are performed. Urinalysis is performed to measure sugar, protein, and pH, and blood is drawn (Prostate Specific Antigen testing is included in blood test for males over 40).

Stage Two—The officer reports to the division physician for an examination, consisting of a complete family history, reflexes, vital signs, heart rhythm, and a general check for any other potential abnormalities. Chest X-rays (including optional mammograms for female officers 40 years old or older) may be required, but, if so, they are performed off-site upon the completion of the HPFE.

Stage Three—This stage is the fitness evaluation, which is directed by the exercise physiologist. The following components are included in the fitness evaluation:

1. **Flexibility**—Hamstring and lower back flexibility is evaluated with the standard sit-and-reach test.
2. **Strength**—The strength test consists of a one-repetition maximal weight leg press and bench (upper body) press.
3. **Cardio-Respiratory Endurance**—Cardio-respiratory endurance is evaluated by a 12-lead maximal graded exercise test with oxygen consumption estimated through statistically significant and scientifically derived equivalencies.
4. **Body Composition**—Assessment of body composition is a process using anthropometric measures (skinfolts) and bio-impedance analysis.

Stage Four—At the completion of the HPFE, the officer is provided with immediate feedback if any medical or physical condition is discovered that warrants further evaluation or treatment. Division medical records are made available to the officer and his or her personal physician upon request. The officer is also provided with immediate information and feedback concerning his or her performance in each of the four components for which there are minimum acceptable performance levels or standards (body composition, cardio-respiratory endurance, strength, and flexibility).

Incentives and Investments

HPFP carries with it a financial incentive for sworn officers, as well as professional support. Sworn officers who have completed

their initial probationary period and who meet all applicable fitness standards outlined in a written policy receive fitness and health incentive pay in an amount specified in the applicable labor agreement. Exempt employees also receive identical pay.

Not only do officers who are in compliance with HPFP standards receive a monthly stipend under the most recent collective bargaining contract, ratified in 2016, but the stipend incentives also increased, topping at \$120 per month for the highest of four levels an officer can achieve. The stipends are intended to assist officers financially with the costs of exercise clothes, shoes, fitness memberships, and other wellness-related costs.

Officers with deferrals, on light duty, or on disability for the entire month do not receive incentive pay, with the exception of pregnant officers on light duty who remain weight compliant as verified by monthly weight checks.

Since 1983, OSHP has had an organizational structure in place to support the program. Professional personnel—a doctor, nurse, exercise physiologist, and dietician (added in 2016)—all work in coordination to ensure consistency and personal attention for every officer.

HPFP Compliance and Discipline

The HPFP includes monthly weight checks conducted at each OSHP post or equivalent facility where officers affected by the HPFP are assigned.

Employees who return from ineligible status during the month are weighed upon their return to work. Additionally, officers on approved occupational injury leave who were HPFP-compliant prior to the on-duty injury continue to receive incentive pay during the leave period. Officers who had no weight entered for the relevant month do not receive incentive pay.

If an overweight officer fails to meet minimum acceptable standards for three consecutive months, the officer officially enters the first level of the progressive discipline track. If the officer has an adjusted maximum allowable weight, it will then adjust back to the weight outlined in acceptable levels.

An officer also enters the first level of the progressive discipline system if the officer fails to comply with the minimum acceptable levels in any phase of the HPFE.

It is possible for an officer to be in the discipline track for non-compliance with any combination of the five standards. However, only one discipline will be issued per 90-day period. Officers must meet minimum standards in all areas of noncompliance each 90-day period or advance to the next level of discipline. As previously mentioned, progressive disciplinary action up to and including removal is spelled out for those who fail to maintain compliance with the standards.

Retirement System Benefits

Like most OSHP sworn officers and retirees, Major Mark Atkeson (ret.), current executive director of the Highway Patrol Retirement System (HPRS), still remembers his first HPFE in 1984.

Atkeson, who turned 59 in November 2016, still runs and lifts weights several times a week.

*Exercise became part of my lifestyle while I was a sworn officer, so I feel obligated to myself to continue. Because we stay in shape and are held to a standard during our careers, many maintain that standard into retirement—which is the reason healthcare costs are not higher.*⁹

A lot of pension systems for public safety agencies around the United States do not offer health care. HPRS can provide good coverage at lower rates because the members are healthier. Ohio law states HPRS is required to provide health care for members only if funds are available.¹⁰

For retirees who are not Medicare eligible, HPRS offers a non-Medicaid self-insured plan that has lower per member costs than similar system populations and non-uniform populations. HPRS currently includes approximately 1,600 active officers, 1,160 retirees, and 128 members on disability.¹¹

There is a self-insured plan for those under 65, which allows individuals to pay less in premiums. Monthly health care premiums for HPRS members range from \$83 to \$215 per month, and Atkeson noted that those premiums are significantly less than the other Ohio public pension systems.

*When you look at similar sized departments with no HPFP, the overall health of the active and retired members is not as good, which puts a burden on the retirement system in terms of more doctor visits and expenses, becoming a liability for the retirement system. From a retirement system perspective, a healthier lifestyle means less medical expenses, and that saves the system money. Lower expenses mean we can provide better benefits for our members.*¹²

However, the main benefit of HPFP is a healthy lifestyle for the individual. The reduced health care costs to the retirement system are a secondary benefit.

National Standard for Officer Safety

The agency's HPFP also improves dependability and attendance because officers use less sick leave. Keeping people at work and healthy also ensures that on-the-job injuries are not related to an unfit or unhealthy workforce.

Yes, OSHP has prioritized the program—and yes, the program has teeth. There are stringent policies in place, progressive discipline for lack of compliance, and officers have even lost their jobs for failing to comply with the HPFP.

That being said, HPFP works—OSHP has a healthy, happy, and productive workforce. Since 2011, the agency has achieved record levels of drug interdictions, criminal arrest activity, and the safest years ever on Ohio's roads in terms of traffic fatalities. On top of that, the Mobile Field Force has responded to numerous call-outs around the United States to support law enforcement operations.

As Colonel Rice explains,

*It's one of the best things that ever happened to the Ohio State Highway Patrol. When you talk about performance, sick leave usage, the overall health of members—nothing compares with the health of our people. It's a major program that sets the Ohio State Highway Patrol apart—not just compared with state agencies but all departments across the country.*¹³

Starting an HPFP

It's never too late to start an HPFP program at an agency. Health and physical fitness are directly tied to a law enforcement officer's duties and responsibilities. The following steps can contribute to the success of a health and fitness program.

Involve the workforce in the development of the program.

At the start, put a staff member in place to develop and support the program. OSHP recommends that a medical doctor, nurse, and exercise physiologist be included in the team.

Be strategic with clear objectives. Organizational goals should be reflected in the benefits of the program. Health, fitness, officer safety, and going home to one's family after every shift are things everyone, from management to officers on the road, wants.

Begin with an independent study conducted in partnership with a medical entity and follow their recommendations. The scientific aspect of the program is a vital component of its success. Begin with mandatory testing and voluntary compliance with the standards. Over time, an agency can consider making compliance mandatory, but it's important to remember that the end goal is to create a culture of health and physical fitness within the organization.

Agencies will need to get the support of their mayor, city council, public safety director, or whichever entity oversees their funding. It will be challenging to have funding appropriated to support the

REGISTER NOW

IACP 23rd Annual Conference on Drugs, Alcohol, and Impaired Driving

AUGUST 12-14, 2017
Gaylord National Resort & Conference Center
National Harbor, Maryland

www.theIACP.org/DREconference

IACP DRUGS ALCOHOL & IMPAIRED DRIVING

2017 **AUGUST 12-14**
NATIONAL HARBOR
MARYLAND
theIACP.org

The IACP Annual Conference on Drugs, Alcohol and Impaired Driving is the largest international training conference for drug recognition experts, law enforcement, toxicologists, prosecutors, and traffic safety practitioners to learn, connect, and develop stronger strategies to reduce drug and alcohol impaired driving.



program. Leadership should be able to clearly articulate the program's value—OSHP has repeatedly pointed to the benefits of a healthy workforce, increased operational value for the public, and lower health care premiums as reasons for the Ohio General Assembly to continue funding the program.

Incorporating an HPFP program likely won't be easy to do initially and will include many challenges along the way. Success requires an investment by hiring professional expertise (doctor, nurse, exercise physiologist, and dietician) to support the program.

Garnering rank-and-file buy-in will also be integral to an HPFP becoming part of an agency's culture. Being transparent and inclusive in developing the program is a good place to start. Even an incremental, phased-in approach can be the path to get to that goal.

Final Thoughts

Implementing an HPFP program is a win-win for any organization and its officers. Officer safety is critical. Officers' jobs require a high level of fitness, and a vicarious liability exists for agencies if their officers are not healthy. Leaders in law enforcement should be asking the same questions as those the OSHP asked before setting the goal of establishing an effective job-related HPFP, including the following:

- Are the officers in the agency healthy and physically fit?
- Is officer safety a high priority in the organization?
- Can they effectively respond to any emergency or riot situation?
- Can officers efficiently perform all duties and tasks required of them?
- Do they present the appearance of being healthy and physically fit?
- Are they ready and able to perform in a life-and-death physical confrontation?

- Does the public have confidence in the physical abilities of the officers?
- Does the agency have job-related physical fitness entrance standards?
- Are job-related fitness standards required and maintained for all current officers?
- Would the organization and its officers benefit from an HPFP?

The answers to these questions should demonstrate the level of need and benefits a department would achieve with an effective HPFP for all officers.

OSHP's program leaders believe their HPFP to be a national model and are offering their expertise and experience to help any agency establish a similar program. ♦

For more information on the Ohio State Highway Patrol's Health & Physical Fitness Program, contact the OSHP Office of Personnel at 614-466-2991, or email the OSHP at www.ohp@dps.ohio.gov.

Notes:

¹Ohio Department of Public Safety, internal records.

²Thomas Rice (colonel, retired, Ohio State Highway Patrol), in-person interview, November 2016.

³Ibid.

⁴See *State FOP, Grand Lodge No. 1 v. State*, 4 Ohio St. 3d 28, 33-34 (1983):

"The physical fitness standards of the patrol are not remote unrelated rules for the sound operation of this state policing force. The physical demands upon the state patrolmen are many. Not only is there the necessity for physical fitness in the normal police routines of highway traffic control, but also there are the more physically demanding duties involving confrontation with criminals operating intrastate or those who might be fleeing interstate. Additionally, there are the wide and varied and often physically taxing duties, including riot control among others, required of state patrolmen.

We hold, as did the court of appeals, that there are no constitutional infirmities in the rules and regulations of the superintendent that the patrolmen maintain a standard of physical fitness; and that it is not unreasonable that the patrolmen be required to maintain such fitness on their own time. We also hold that the state is not obligated to compensate the officers for their time in maintaining such required physical fitness."

⁵See *In the Matter of Fact finding between Fraternal Order of Police, Ohio Labor Council, Inc. and The State of Ohio, Office of Collective Bargaining, Highway Patrol Bargaining Unit*, State Employment Relations Board Case No. 85-MF-09-4142, at 1-2 and 69-74 (Factfinder Harry Graham) (March 13, 1986). The patrol advocated a system whereby officers must meet height and weight and body fat standards, but would be expected to work out on their own time in order to meet those standards. The factfinder recommended inclusion of the state's approach with 10 percent adjustments for the age ranges 31-40, 41-50, 51-60, and 61-70.

⁶Both contracts are available in the online Bargaining Contracts archive maintained by the Office of Collective Bargaining within Ohio's Department of Administrative Services: <http://das.ohio.gov/Divisions/CollectiveBargaining.aspx>.

⁷See *Andrews v. Ohio*, 104 F.3d 803 (6th Cir. 1997).

⁸Tom Chodzin (exercise physiologist, Ohio State Highway Patrol), in-person interview, November 2016.

⁹Mark Atkeson (executive director, Highway Patrol Retirement System), in-person interview, November 2016.

¹⁰Ohio Revised Code 5508.28 and Ohio Administrative Code 5505-7-04.

¹¹HPRS does not offer health care to active officers.

¹²Atkeson, in-person interview, November 2017.

¹³Rice, in-person interview, November 2017.



**SAVE UP TO
80% OFF
WITH
Office
DEPOT®**

SHOP

Free next-day delivery on online orders over \$50.



SUPPORT

Save on thousands of products marked below retail price.



SAVE

Shop online or visit a local Office Depot® store.



YOU SAVE. YOU SUPPORT.
www.theiacp.org/Welcome-to-IACPreferred





SOLUTIONS FOR A SAFER SOCIETY



The IACP Expo Hall is FREE to all public safety professionals — register today!
theIACPconference.org

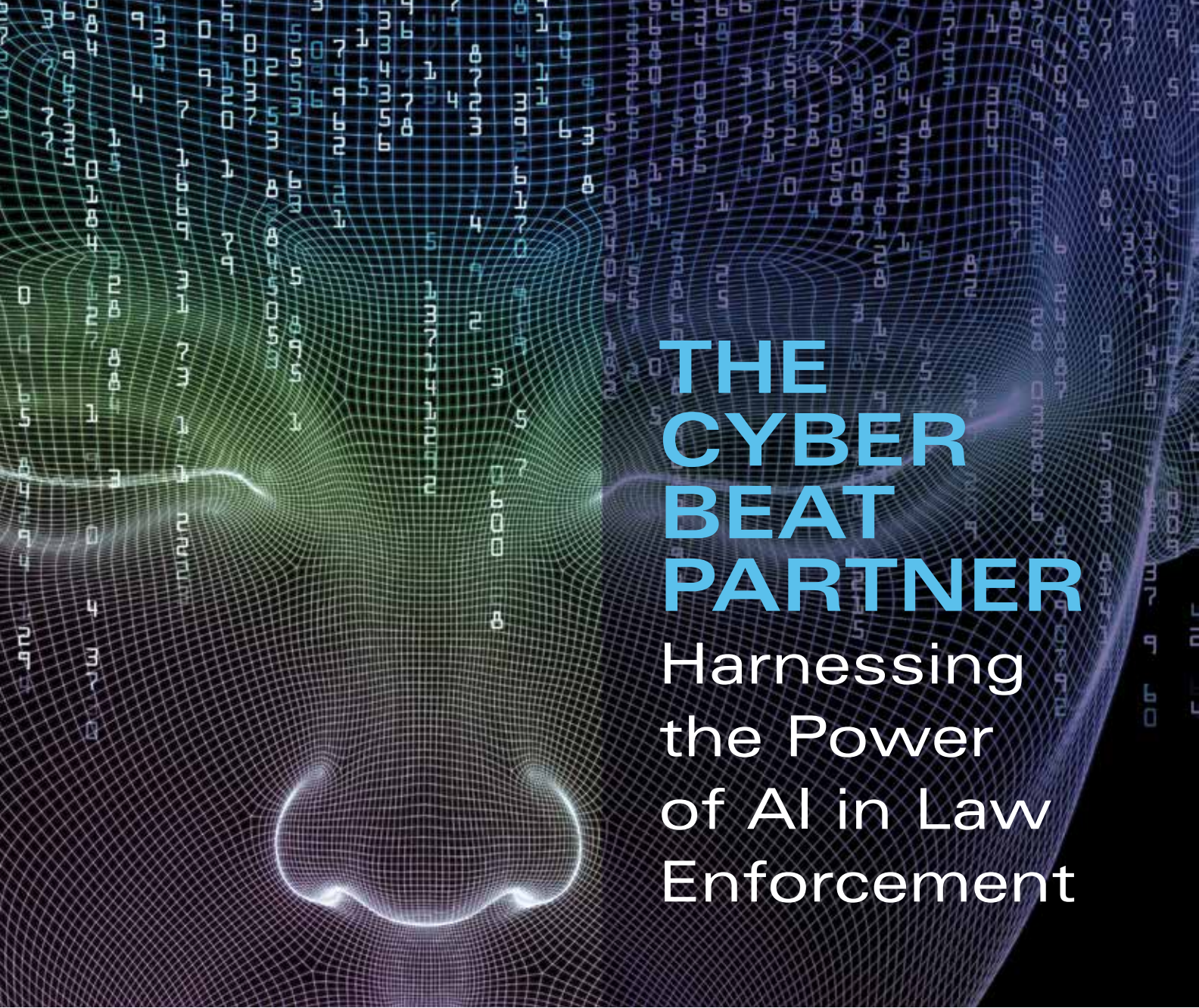
The IACP 2017 Expo Hall features the leading products and services modern law enforcement agencies need to create a safer society. New this year, IACP will have a greater presence in the Expo Hall with The Hub, showcasing professional development, networking, and educational opportunities. Uncover and explore the latest solutions for yourself — this is truly one-stop shopping!

600+ Exhibitors • Open 18 Hours over 3 Days

IACP 2017 October 21–24
Philadelphia
PENNSYLVANIA

IACP 2017 PLATINUM SPONSORS





THE CYBER BEAT PARTNER

Harnessing the Power of AI in Law Enforcement

It's 2:00 a.m. at a small shared apartment in the city's east side when a young woman startles awake at the sudden sound of wood splintering. The woman, a recent immigrant from China, is terrified as she hears the footsteps of an intruder move closer to her bedroom door. She huddles in a corner of the room as she fumbles for her cellphone and hits the emergency call button, hoping help will come soon. The cell call is transferred to the local jurisdiction, where a pleasant, calming voice asks her the nature and location of her emergency. The woman whispers in her native Mandarin that she needs help and an intruder is in her home. The virtual dispatcher, using artificial intelligence (AI) technology, seamlessly responds by gathering information in Mandarin about the emergency, while simultaneously creating a call for service and locating the nearest available police units. The GPS caller location is verified, and the assigned police units are provided with the quickest path of travel, location, and victim history. Building maps and apartment schematics are also sent to the responding units prior to their arrival. The officers now have all of the information available to safely and quickly respond to the exigent call.

By April Wagner, Lieutenant, Palo Alto, California, Police Department

Virtual dispatcher? That will never happen... or will it? The phrase "artificial intelligence" usually conjures up movie images of cyborgs taking over the Earth or supercomputers monitoring every human move through ever-watching surveillance systems. However, in reality, AI programs are already being integrated into so many aspects of people's lives that, eventually, few daily life transactions will not be touched by the technology—including those events involving law enforcement.

What Is Artificial Intelligence?

AI is the capability of machines and software programs to have "intelligence" or learn through experiences.¹ Other terms closely related to AI are "cognitive computing," "smart computers," and "machine learning." These terms are often used interchangeably in the technology arena. In simple terms, AI is the concept of creating computer platforms that resemble the infrastructure of the human

brain; it creates its own algorithms and can actually learn through its own experiences.² The technology continually refines itself as the AI field rapidly evolves. Every day, published articles appear about the application of AI and new companies incorporating AI into their software and business practices.

In the medical field, Quest Diagnostics is using IBM's Watson cognitive computing program to help locate cutting-edge treatment modalities to help save lives. The computer program, Watson for Genomics, is able to search for and assimilate 10,000 new scientific articles and 100 published clinical trial documents every month. The program compares new information to existing data and can suggest targeted treatments that can be effective for very specific genetic mutations known to cause various cancers. It is able to quickly analyze volumes of data that would take weeks for human scientists to research and digest. As a result of this AI program, Quest Diagnostics provides data to 70 percent of the oncologists in the United States currently treating patients for cancer.³ Surgical robots with embedded AI programming and AI-assisted magnetic resonance imaging (MRI) diagnostics are also being developed.

In the consumer industry field, AI has been increasingly used for many years. Many companies aiming to improve customer service use virtual assistants, also known as "chat-bots," "avatars," and "concierges." The assistants are computer programs able to speak in multiple languages and help humans obtain the information and service they are looking for.⁴ One example of a company employing AI for customer service successfully is the largest British telecom company, EE. The company was concerned with low customer service ratings; it found its customer service staff was giving inconsistent information, taking too long on calls, and having difficulty locating correct information due to the volume and location of product manuals. By integrating AI into its software to improve both the working and customer service environments, EE enhanced its employees' ability to improve the accuracy and speed in which they retrieved helpful information for their customers. The effect was improved customer satisfaction and quicker problem resolution.⁵

AI is also revolutionizing the legal field. Through advances in text analytics and machine learning, legal offices are using software programs to mine through thousands of electronically stored pages to find relevant documents, a task that used to take hours of human work.⁶ On average, 80 percent of a legal company's documents are stored in "unstructured" data or typed documents that are not part of any specific template or program. An AI-based program called Story Engine is able to sift through that unstructured data. According to Jay Lieb and Dan Roth from the head of the cognitive computing group at the University of Illinois at Urbana-Champaign,

Story Engine is a program that can read through unstructured data and summarize conversations, including the ideas discussed, the frequency of the communication and the mood of the speakers. The company uses the data to build models to analyze behavior and find signs of fraud or litigation.⁷

Legal offices are also using AI-based programs to assist with the prediction of legal rulings. A software program that accesses data from all of the legal proceedings recorded for the past 70 years was able to predict the future litigation of a case with 70 percent accuracy.⁸ Imagine a future where litigation was pursued, in part, depending on a computer program determining if it was worth the cost (i.e., had an analytical chance of being won). In the legal field, AI is clearly enhancing human abilities to quickly access necessary information, saving time and money, as well as improving human decision-making. There is the issue of trusting even a super-intelligent computer program with making decisions that affect lives, though, so how can this technology be trusted to assist with law enforcement?

Law Enforcement's Use of AI

For the government, the use of AI is still in its infancy. Some U.S. federal branches, like that of U.S. Immigration and Customs

Enforcement, use virtual assistants to help navigate through complex websites.⁹ However, the most interesting and useful AI applications are still under development. IBM is working with a variety of law enforcement entities to improve AI programs' ability to ingest data in many forms and assist investigators with locating pertinent information. Confidential industry sources say that AI programs are already assisting with monitoring Internet-related terrorist activity, assisting investigations with facial recognition technology, and combing through unstructured data case files to look for patterns and inconsistencies in subject statements. One rapidly developing field is called intelligent video analytics, in which a program can assist an investigator in comparing an image to all the images available on the Internet or other stored video location, such as camera footage from public video surveillance systems.¹⁰ For example, the program compares vehicle image data to previously stored data, quickly identifying the previous time, date, and location the same vehicle was last located on video. This is a task that would normally take a human hours and days to complete.

There are still many questions about the integration of AI into law enforcement. What happens if the profession refuses to embrace the future? If AI is already touching lives in so many ways, can law enforcement even avoid using it? Might the slower, human way of performing crime investigation become antiquated and obsolete? As technology evolves, the way law enforcement provides services must evolve too. What might law enforcement jobs look like in 10 years? There are three areas of policing that seem likely to feel AI's impact first: dispatching, field patrol, and investigations.

Automated Dispatch Centers

One possibility of AI's impact on law enforcement is the automation of law enforcement dispatch systems. With the advancement of natural language processing software coupled with cognitive computing programs, virtual dispatchers are likely to have the capability to handle high call volumes, translate multiple languages, access the many law enforcement databases at once, and electronically send the necessary information to the officer's mobile computer terminal—all much quicker than a human counterpart. This concept would revolutionize the current dispatch center. A mainframe computer, with human oversight to step in should there be a malfunction, would replace some human dispatch jobs, while additional information technology (IT) jobs would likely be created to manage the automated systems and perform quality assurance call reviews. Many businesses today are using simple forms of computer call-taking programs—the last time most individuals called a customer service number for a major company, they probably communicated with a computer. A 2015 Consumer Reports survey on customer service evenly scored "not being able to get a live person on the line" and "rude or condescending comments by people" as the most annoying things about customer service.¹¹ An AI program interface would mitigate at least one of those issues.

According to Mitch Mason, an IBM natural language processing specialist,

current AI programs are helping to bridge the gap between legacy chat systems and the seamless conversational interaction delivered by human call center agents. IBM advocates for augmenting existing jobs to use a hybrid of AI and human expertise to give the best experience while keeping the scalability and benefits of AI. Fantastic developments are in progress in this field which could take the language understanding and conversational capabilities of AI to the next level.¹²

This technology could transform the call-taking centers of the future from humans at computer terminals to just a computer.

Virtual Personal Assistants

Silicon Valley tech leaders such as Google CEO Sundar Pichai agrees that everyone is moving toward an "AI-first" world.¹³ AI software programs are also likely to advance to the point of every person having a virtual personal assistant, with people simply having to ask



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

**IACP is now accepting
applications for the
2017 Awards Program.**

**Winners will be honored at the
2017 IACP Annual Conference
and Exposition in Philadelphia, PA.**

**Please visit
www.iacp.org/awards
for more information.
For inquiries contact
awards@theiacp.org.**

a computer for the information they need instead of typing out keyword searches. This concept could be refined for the law enforcement officer, becoming a virtual beat partner. This “virtual cop” could assist the officer with narrating call details, answering location questions, and serving as a full legal resource and reference tool in the field. Officer safety could be improved by officers’ ability to have the AI narrate necessary database checks without the humans having to take their eyes off of a current suspect they have encountered out on the street. The human-computer alliance in this scenario, used to make officers, safer, smarter, and more efficient, can help ensure that law enforcement jobs continue to exist in the future.

Virtual Detectives

IBM is in the process of developing a special open-unsolved case review program for law enforcement.¹⁴ Electronic case files can be downloaded into a program that is able to assimilate years’ worth of investigative leads, and the AI program can quickly scan through all of the typed pages of narrative, looking for witness statement inconsistencies, and create a timeline of events. AI computer programs are built to ingest large amounts of data, search through the data, and come up with suggested actions or conclusions to be decided upon by humans. This relationship could be the perfect partnership for the unsolved case detective. In the transition, however, concerns exist that will need to be addressed.

Concerns AI Will Take Over Systems

As AI advances, a significant amount of fear about the technology emerges; some caution comes from very credible sources. Visionaries from Elon Musk to Stephen Hawking are warning about the potential for AI to take over the world with autonomous machines that develop wills of their own.¹⁵ Fortunately, great minds are also examining ways to prevent an AI takeover from happening. Cambridge University has gathered great minds together to examine ways to ensure that AI programs can be trusted to operate as wanted, and these creative thinkers conceived the idea that adding internal self-evaluation and calibration stages within the programs could ensure safer decision-making in unusual circumstances. This element could make the program revert back to being human driven or stop the program from performing actions that are not approved by a designated person.¹⁶ Managing the public fear of the unknown capabilities of AI will be a significant step to implementing the widespread use of this technology. The law enforcement profession works diligently every day to mitigate risk and liability throughout its operations. The inclusion of AI technology into daily operations would not change the overarching goal of safe, effective public safety services through careful human oversight of operations.

Next Steps

AI technology has already proven to enhance human decision-making by helping people obtain the most pertinent and current information. The key point is to help people understand that this technology is meant to *augment* human capabilities, not *replace* humans. The fear of the unknown—and worst case scenario of computers taking over the world—is a popular fatalistic view. AI technology is already being streamlined into the businesses many people interact with and the products they use every day. With proper operational safeguards built into these AI programs and with human oversight of operations, law enforcement will undoubtedly benefit from this technology.

Agencies should consider seeking out software programs with AI integration and budget for it accordingly. Companies at the forefront of AI development understand the budget constraints of local governments. They are working hard to make this technology very affordable and have so far been successful in that endeavor.¹⁷ In the words of renowned Canadian American psychologist Nathaniel Branden, “The first step toward change is awareness. The second step is acceptance.” The law enforcement profession can benefit

from being aware of AI's possibilities and accepting the contribution that AI can bring to the profession. The third step in this process of change, then, is the action of incorporating AI technology into law enforcement operations.

Conclusion

AI is a rapidly evolving field of computer science that is being integrated into software programs to make humans better at what they do. New discoveries are being made every day, and new information is being added to the Internet, which no human can read and assimilate on a daily basis—but some computers can. The AI revolution is really one of a partnership between computers and humans, gaining the best out of both.

Technology giants across the world are pouring billions of dollars into AI research, and companies that touch lives every day are bringing AI into their business operations to improve service. This is *now*, not 10 years from now. Today's AI technology is in its infancy and still being developed—for example, an AI-assisted dispatch call-taking program today would be able to intake and transfer only simple non-emergency calls to different locations. Nonetheless, the future of AI holds great promise, and the law enforcement profession will benefit from understanding how AI can help agencies better serve their communities. As the rest of the world takes steps into exploring AI, law enforcement needs to be there with them. ♦

Notes:

¹Merriam-Webster, s.v. "artificial intelligence," accessed November 10, 2016.

²Gene Rebeck, "Business Embraces Artificial Intelligence," *TwinCities Business*, September 30, 2016, <http://tcbmag.com/Industries/Technology/Business-Embraces-Artificial-Intelligence>.

³Stephanie Condon, "New Watson-Powered Service Aimed at Advancing Precision Cancer Treatments," *Between the Lines*, ZD Net, October 17, 2016, <http://www.zdnet.com/article/new-watson-powered-service-aimed-at-advancing-precision-cancer-treatments>.

⁴John Connors, "Artificial Intelligence in Our Lives and in Customer Engagement" (presentation, eGain Digital + AI Day, Chicago, IL, October 11, 2016), <http://www.egain.com/artificial-intelligence-customer-service>.

⁵David Walker, "VideoBites: Everything Everywhere's (EE) CX Transformation Journey," YouTube video, March 11, 2016, https://www.youtube.com/watch?v=5sDnAN_ypAU&feature=youtu.be.

⁶Julie Sobowale, "How Artificial Intelligence Is Transforming the Legal Profession," *ABA Journal* (April 2016), http://www.abajournal.com/magazine/article/how_artificial_intelligence_is_transforming_the_legal_profession.

⁷Ibid.

⁸Ibid.

⁹Meredith Somers, "Artificial Intelligence Part of Federal Customer Service Push into the Digital World," *Federal News Radio*, February 23, 2016, <https://federalnewsradio.com/management/2016/02/artificial-intelligence-part-of-federal-customer-service-push-into-the-digital-world>.

¹⁰Tim Riley, (Business Unit Executive, Law Enforcement and Policing Solutions, IBM), interview with author, October 12, 2016.

¹¹"The Problem with Customer Service," *Consumer Reports*, July 29, 2016, <http://www.consumerreports.org/cro/magazine/2015/07/the-problem-with-customer-service/index.htm>.

¹²Mitch Mason (offering manager, Watson, IBM), interview with author, April 2016.

¹³Esther Kezi Harding, "Siri, Are We Ready for Virtual Assistants?" *The Media Briefing*, October 19, 2016, <https://www.themediabriefing.com/article/siri-are-we-ready-for-virtual-assistants>.

¹⁴Robert Fund (developer, COPLINK, IBM), interview with author, October 12, 2016.

¹⁵Rory Cellan-Jones, "Stephen Hawking—Will AI Kill or Save Humankind?" *BBC*, October 20, 2016, <http://www.bbc.com/news/technology-37713629>; Andrew Griffin, "Stephen Hawking: Artificial

Intelligence Could Wipe Out Humanity When It Gets Too Clever as Humans Will Be Like Ants," *Indy Tech, Independent*, October 8, 2015, <http://www.independent.co.uk/life-style/gadgets-and-tech/news/stephen-hawking-artificial-intelligence-could-wipe-out-humanity-when-it-gets-too-clever-as-humans-a6686496.html>.

¹⁶Marianne, "Leverhulme Centre for the Future of Intelligence," *United Kingdom Robotics and Autonomous Research*, November 10, 2016, <http://hamlyn.doc.ic.ac.uk/uk-ras/news/leverhulme-centre-future-intelligence-cfi>.

¹⁷Mason, interview with author, April 2016.

This article is based on research conducted as a part of the CA POST Command College. It is a futures study of a particular emerging issue of relevance to law enforcement. Its purpose is not to predict the future; rather, to project a variety of possible scenarios useful for planning & action in anticipation of the emerging landscape facing policing organizations.

This journal article was created using the futures forecasting process of Command College and its outcomes. Managing the future means influencing it—creating, constraining and adapting to emerging trends and events in a way that optimizes the opportunities and minimizes the threats of relevance to the profession.

The views and conclusions expressed in the Command College Futures Project and journal article are those of the author, and are not necessarily those of the CA Commission on Peace Officer Standards and Training (POST).

© Copyright 2017 California Commission on Peace Officer Standards and Training

Fair & Impartial Policing, LLC®

Implicit Bias Awareness Training
for
Police Professionals



For more information, contact us at:
414-334-1299
www.fairandimpartialpolicing.com

Follow us on Facebook and Twitter

POLICING FROM THE INSIDE OUT:

The Process of Restoring and Rebuilding Trust in Communities of Color



By Tarrick McGuire, Lieutenant,
Arlington, Texas, Police Department

Above left: Lieutenant Tarrick McGuire, former IACP fellow, speaks at the first Policing Inside-Out capstone event.

Above right: Officers, students, and community members came together in Policing Inside-Out to share their perspectives on current criminal justice issues and community-police relations.



On October 17, 2016, at the 123rd Annual IACP Conference and Exposition, then-IACP President Terrence M. Cunningham stood before the general assembly and took a significant step for the organization by directly addressing the complex—and often debated—issue of law enforcement relations with communities of color. During his speech, Cunningham recognized the mistrust that has often marred these relationships:

[L]aws enacted by federal, state, and local governments ... have required police officers to perform many unpalatable tasks....

[T]his dark side of our shared history has created a multigenerational—almost inherited—mistrust between many communities of color and their law enforcement agencies.¹

Cunningham acknowledged that events of the past cannot be changed; however, he suggested that law enforcement has a role to play in changing the future:

For our part, the first step in this process is for law enforcement and the IACP to

acknowledge and apologize for the actions of the past and the role that our profession has played in society's historical mistreatment of communities of color....

It is my hope that, by working together, we can break this historic cycle of mistrust and build a better and safer future for us all.²

History Matters

To understand the roots of the current community-police climate, it is important to note the historical significance of distrust in law enforcement, specifically in relation to communities of color. The type of generational distrust that is prevalent in today's society stems not from a single incident or interaction, but from a repeated history that has grown over decades.

During the height of slavery in the United States, slave patrols were given the authority to act with impunity as they worked to protect the property of the slaveholders. After

Advance Registration Form

Register online at theIACPconference.org



October 21–24, 2017
Pennsylvania Convention Center
Philadelphia, Pennsylvania
theIACPconference.org

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

CHECK ONE:

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

Full Name _____

First Name for Badge _____

Title/Rank _____

Agency/Organization _____

Agency Address _____

City _____ State _____

ZIP/Postal Code _____ Country _____

Phone # _____ Fax # _____

Email Address _____

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

Name _____

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

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

Source Code: PC1

A. CHECK APPROPRIATE REGISTRATION TYPE

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

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

B. IACP DUES

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

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

C. FOUNDATION GALA AND ANNUAL BANQUET TICKETS (Optional)

- | | |
|---|---|
| <input type="checkbox"/> YES! I would like to purchase tickets for the 2017 IACP Foundation Gala to be held on Saturday, October 21, 2017. | <input type="checkbox"/> YES! I would like to purchase tickets for the Annual Banquet to be held on Tuesday, October 24, 2017. |
|---|---|

Tickets \$250 each; # of tickets: _____ Tickets \$100 each; # of tickets: _____

No refunds. Pre-Conference ticket sales end October 18, 2017. No refunds. Pre-Conference ticket sales end October 18, 2017 and will continue onsite October 20–24, 2017.

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

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

☐ Purchase Order. PO# _____

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

Please charge my credit card: ☐ Visa ☐ MasterCard ☐ American Express ☐ Discover

Acct. # _____ Exp. Date _____

Cardholder's Name _____

Billing Address _____

Signature _____

PLEASE COMPLETE THE FOLLOWING QUESTIONS.

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

1. How many sworn officers are in your agency?

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

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

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

3. What best describes your function/assignment?

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

4. What best describes your purchasing authority?

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

5. Which best describes your agency/organization?

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

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

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

7. How did you hear about IACP 2017?

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

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

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

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



October 21–24, 2017
 Pennsylvania Convention Center
 Philadelphia, Pennsylvania
theIACPconference.org

Philadelphia Hotel Information

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

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

*Rate is available for a limited time.

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

KEY	
●	Walk to Convention Center
●	Shuttle Service Provided
S	Subway Station
—	Subway Line
S	Suburban Train Station
J	Jefferson Train Station



CITY LINE AVENUE

1	Courtyard by Marriott, City Avenue	\$169
---------------------------------------	------------------------------------	-------


SOUTH PHILADELPHIA

2	Courtyard by Marriott, Philadelphia South at The Navy Yard	\$239
---------------------------------------	--	-------



3	Aloft Philadelphia Downtown	\$239
4	Best Western PLUS, Philadelphia Convention Center Hotel	\$259
5	Courtyard by Marriott, Downtown	\$267
6	Doubletree by Hilton Hotel, Center City	\$233
7	Embassy Suites Philadelphia Center City	\$248
8	Four Points by Sheraton, Center City	\$259
9	Hampton Inn Philadelphia Center City, Convention Center	\$199
10	Hilton Garden Inn, Center City	\$221
11	Hilton Philadelphia at Penn's Landing	\$233
12	Holiday Inn Express Midtown	\$219
13	Holiday Inn Express Philadelphia, Penn's Landing	\$179
14	Home2 Suites by Hilton Philadelphia, Convention Center	\$229
15	Hyatt at The Bellevue	\$279
16	Kimpton Hotel Monaco Philadelphia	\$289
17	Kimpton Hotel Palomar Philadelphia	\$289
18	Le Méridien Philadelphia	\$275
19	Loews Philadelphia Hotel	\$244
20	Philadelphia Marriott Downtown	\$267
21	Residence Inn by Marriott Center City	\$267
22	Ritz-Carlton Philadelphia	\$282
23	Sheraton Philadelphia Downtown	\$254
24	Sheraton Philadelphia Society Hill	\$214
25	Sofitel Philadelphia Hotel	\$277
26	Sonesta Philadelphia Rittenhouse Square	\$222*/\$237
27	The Franklin Hotel at Independence Park	\$256
28	The Logan	\$293
29	The Warwick Hotel, Rittenhouse Square	\$259
30	The Westin Philadelphia	\$275
31	The Windsor Suites	\$229
32	Wyndham Philadelphia Historic District	\$224

AIRPORT



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

UNIVERSITY CITY		
	MARKET ST.	
	LUDLOW ST.	
	CHESTNUT ST.	
	SANSOM ST.	
	WALNUT ST.	
42	\$41 ST.	\$40 ST.
	\$39 ST.	\$38 ST.
	\$37 ST.	\$36 ST.
	\$34 ST.	\$33 ST.
42	Homewood Suites by Hilton, University City	
43	Sheraton Philadelphia, University City	
44	The Study at University City	

the American Civil War and the ratification of the 13th Amendment, focus shifted to policing the freed slave population and enforcing the Jim Crow laws.

As the Civil Rights movement gained momentum, U.S. citizens began to exercise their First Amendment right to assemble peacefully to speak out against the separation of the races. At this point, force and public policy were used to criminalize these legal behaviors in an attempt to dismantle the Civil Rights movement and stabilize the status quo. The historical rhetoric of the time can possibly be best characterized by the events of Bloody Sunday, when a peaceful protest led by Dr. Martin Luther King Jr. was marred by a police response that resulted in the hospitalization of more than 50 people.³

It is only through recognizing the actions of the past that law enforcement and community members can move forward. Otherwise, history stands to repeat itself as tensions continue to rise and the divide between law enforcement and the public becomes more pronounced and increasingly hostile.

The Path to Healing

In May 2015, the President's Task Force on 21st Century Policing published its final report, which noted the importance of recognizing historic injustice in communities.⁴ The overarching theme discussed how law enforcement organizations that did not have the trust of their communities would consistently increase the complexity of their jobs. Poor community relations have a direct impact on officers' daily roles.

In May 2016, the International Association of Chiefs of Police (IACP) launched the Institute for Community-Police Relations (ICPR). The ICPR provides assistance to law enforcement agencies looking to enhance community trust by focusing on culture, policies, research, and practices. One focus of the ICPR is a new partnership with Howard University, a historically black university in Washington, DC. With professor Dr. Bahiyyah Muhammad, IACP and Howard developed the Policing Inside-Out course model to elevate the conversation around community policing and the current social climate by creating real and impactful opportunities for Howard University students, local law enforcement, and community leaders.

Policing Inside-Out: Building Trust Through Transformative Education, is a 15-week innovative course that pairs students with law enforcement professionals and community leaders. Through this experience, participants have the opportunity to gain a better understanding of law enforcement and social justice while also sharing their own voices, perspectives, and experiences in an open and honest manner.⁵

At the project's start, then-IACP President Cunningham stated, We are at an integral point in history, and police and our communities can either choose to work together to strengthen and enhance relations or remain in a status quo. The Policing Inside-Out course is a huge step forward, and a key element of the IACP's Institute for Community Police Relations. Law enforcement and course participants will work together in an educational setting to chart a path forward to build trust and be part of groundbreaking research in community-police relations.⁶

During the first session, Policing Inside-Out paired 10 African American students ranging from undergraduate to graduate level with 10 law enforcement professionals and 10 community leaders. Students were primarily from historically minority urban areas, and they were taught from childhood that officers were not to be trusted and should be avoided. This mind-set was primarily due to family histories of negative contacts with police, negative media coverage of law enforcement, and the students' own distinct subset of cultural norms. While some of the students sought to understand the policies that dictate police actions, the majority of students did not trust the officers and were, in fact, afraid of them during early class sessions.

The officers who agreed to participate in the Policing Inside-Out course were an integral part of the program. Without the officers' participation, the model would be largely theoretical, rather than

based in real-world experience. Ten Baltimore City police officers with 3 to 20 or more years of service took part in the first session of Policing Inside-Out. The officers were male, female, African American, Caucasian, and Latino, and each brought his or her unique point of view to the table.

Breaking Down Walls to Communication

To understand the climate brewing throughout the earliest days of the Policing Inside-Out program, it is crucial to understand the course's exact timing. The course began just days after the highly publicized officer-involved shooting of Terence Crutcher in Tulsa, Oklahoma, and when the students met with the officers for the first time, tensions were running extremely high.⁷

As the discussion began, participants were encouraged to use the safe space to freely express their points of view about the current state of community-police relations. Comments that were expressed from students were powerful and emotionally charged:

"I don't like you."

"Why are you killing us?"

"You arrested my father repeatedly while I was growing up."

"People in uniforms make me nervous."

"Police don't speak to me, and I don't speak to them."

The officers tried to answer the students' concerns, but some of the replies unintentionally added to the tension. One officer expressed that if a community member didn't choose to speak to him, he wasn't bothered by it. He had a job to do and could move on to other tasks. The students perceived this comment as if the officer did not want to speak with them. Another officer stated that they simply do not have time to engage the community due to the time constraints of a high call volume. The students interpreted this as the officer saying that they (and other community members) didn't matter.

As the discussion continued, students brought up their desire to be treated with dignity and respect. They felt as though law enforcement viewed them as criminals instead of humans. Due to the timing of the class, the Terence Crutcher shooting was discussed, and it was mentioned that he was referred to as a "Big Bad Guy." Their point was that people in communities of color should not always be attached to the perceptions of high crime rates that are often associated with urban areas and other locations with high minority populations.

IACP Fellow, Deputy Commissioner Darryl De Sousa (Baltimore, Maryland, Police Department), speaks at the first Policing Inside-Out capstone event.





*Dr. Bahiyyah Muhammad
(professor, Howard
University) speaks at the
first Policing Inside-Out
capstone event.*

The officers tried to explain that being a police officer can be extremely difficult. Most officers have a deep and lasting desire to engage with the community, but they are constrained by time, procedures, and a litany of other factors that press on them each day. Common themes discussed by the officers were their feelings of underappreciation and dissatisfaction with the perception of police, particularly in their local communities. Each day, they face the reality that they might not return to their homes and families at the end of their shifts. In addition, with the current hostile environment in which every decision they make is questioned, officers are often cast as villains regardless of the situation. However, all of these officers pointed out that they continue to serve in law enforcement because of their inherent desire to help and serve their communities. The officers' desire was to have the students see them as human beings, rather than see just their badges. Further, they wanted it to be acknowledged that each of them was someone's father, mother, sister, brother, spouse, or partner. In short, their badges represent only a small facet of their lives.

By the end of the tense and sometimes difficult conversation, it was clear that both the students and officers had a need to be understood. They wanted positive community-police relations, but their own personal and learned experiences were obstacles to the desired positive outcomes.

Key Lessons Learned and Recommendations

The exchanges between officers and students led to some key lessons for both groups, as well as recommendations.

- Law enforcement officers need to listen to their local community members without interruption as they make an effort to understand each other's experiences and points of view. This is inherently difficult for many officers because they are trained to take control in all situations. An important component of procedural justice is giving people a voice. This can be difficult, but listen with understanding to gain perspective and credibility.
- It is important to have difficult conversations in a uniform manner with all citizens. This type of consistent behavior works to build trust and break the cycle of negative interactions. Trust is developed over time.
- Know the extent to which language and word choice matters. Messages that are not received properly can create significant misunderstandings and undermine credibility.

Choose each word wisely, and ensure the words are appropriate for the audience. Take care that each message is received accurately, and train officers to check for understanding before moving forward.

- Some people fear the uniform. Don't assume when wearing the uniform that respect and openness is automatic—understand the opposite might be true. Performing simple acts of civility such as showing kind gestures and speaking warmly opens the doors for positive engagement and encourages people to engage in conversation.

Pivotal Moments in the Course

The Policing Inside-Out course provided a range of experiential learning opportunities that took students and officers outside of their daily routines to better understand each other's perspectives.

Students and officers visited the National Great Blacks in Wax Museum, in Baltimore, Maryland, to learn about the history of African Americans and their impact on the United States, as well as the local community. The class then transitioned to the Penn and North section of Baltimore, which is where Freddie Gray's arrest and much of the civil unrest for the city following his in-custody death took place. The officers knew the area well, but for students, it was an eye-opening experience to observe the social environment of the area and view their surroundings from the standpoint of an officer tasked with the protection of the local population. They observed individuals with mental illness, people using narcotics, and other issues surrounding poverty. The discussion quickly moved to various societal ills that can make it difficult for officers to do their job.

Some of the most significant topics discussed during the Policing Inside-Out course were officer-involved shootings and the use of excessive police force. To experience the reality of the emotional and physiological responses an officer has as he or she makes split-second decisions, students visited the Prince George's County Police training facility for a shooting simulation exercise.

Prior to the simulation activities, participants discussed *Graham v. Connor*, the landmark U.S. Supreme Court decision as it relates to the appropriate use of police force and its current implications. The outcome of that case was decided, in part, as follows:

HELD: All claims that law enforcement officials have used excessive force—deadly or not—in the course of an arrest, investigatory stop, or other “seizure” of a free citizen are properly analyzed under the Fourth Amendment’s “objective reasonableness” standard, rather than under a substantive due process standard.⁸

Understanding the legislation is key not only for the officers held to the standard, but also for the students as they work to better grasp the overall accountability and expectations of law enforcement.

After their discussion of pivotal case law, the students participated in realistic “shoot or don't shoot” training exercises in which they were given precise instructions before being presented with a person whom they believed to be a threat. The results of this exercise were impactful and eye-opening for the participants. Some students shot armed suspects when they initially claimed such action would not be necessary, while others were “shot” because they did not shoot the suspects at the appropriate time. Possibly more surprising to the students was the reality that several students actually fired their weapons without even realizing it due to internal and external stressors. After completing the exercise and debriefing each participant group, the students and officers watched training videos to discuss the level of force used and deem whether it was appropriate or excessive. It was also noted that students' experiences during the training exercise served to change their perceptions of force and how it should be applied in specific situations.

Key Lessons Learned and Recommendations

Learning about the other group's viewpoints and experiences, including those surrounding the use of force, benefited the participants by increasing their understanding of different perspectives and

the factors that contribute to them. These experiential elements of the course contributed the following key lessons and recommendations for officers and community members.

- A need exists for law enforcement to better understand the effects of what African Americans have experienced and the historical context. Although departmental training is essential, visiting a cultural center or institution can increase cultural competency and drive greater understanding. This will increase the officers' emotional intelligence in dealing with people of color and help the officers more easily relate to a different point of view.
- Officers are faced with challenges other than crime during each and every shift. Due to circumstances, law enforcement agencies have become the visible response to mental illness, drug abuse, delinquency, and other societal ills, and many facets to this reality require more thought, focus, and action. Communities often fail to understand the breadth of what law enforcement deals with every day. Educating community partners about these issues can assist with both better understanding and problem-solving efforts.
- Relationships are important in every community. In communities of color, it is important to develop relationships and explain police presence to encourage communication or cooperation. This is a sign of respect and is highly valued. Regularly visiting communities in nontraditional roles can increase trust and help residents view individual officers as people rather than badges.
- Prior to making an assessment to any police use of force, it is important to be educated on *Graham v. Conner*. Law enforcement agencies shouldn't expect the public to understand this ruling or its implications. Although officers are trained on use of force, they can benefit from a deeper understanding of *Graham v. Conner* as well. It can be incorporated as a focused conversation during a training academy, citizen's police academy, or community meeting—providing a means of education for both civilians and officers. These conversations should include an overview of the agency's use-of-force policies and procedures, de-escalation practices, and process for investigating and sharing information about use-of-force incidents. Incorporating reality-based scenario training can increase awareness and understanding.

Some of the most significant topics discussed during the Policing Inside-Out course were officer-involved shootings and the use of excessive police force.

Capstone Event

At the conclusion of the 15 weeks, the participants gathered for a capstone event at Howard University to discuss program outcomes.

CBS News correspondent Jeff Pegues facilitated this conversation in a packed room. The panel discussion was broken up into four areas: trust, communication, trans-formation, and next steps for community-police relations. Students and officers alike expressed the initial difficulty they faced: a lack of faith in both the program outcomes and in each other. However, even with the negative mind-sets at the outset, each person involved experienced significant internal change along with a better understanding of the other program participants during the course of the program.

One Howard student explained that she had no faith in law enforcement upon starting the program, but she had a transformative moment after going through this process. She struggled with the concept that police cared, and her time spent interacting with the officers in the program served to humanize their role and help her view them as human beings rather than a "badge." Officers advised that they were able to take skills learned in this class into the daily functions of their jobs. For many students and officers, the process had greatly educated and transformed them in ways they had not anticipated.

Conclusion

There are approximately 18,000 federal, state, local, and tribal law enforcement agencies throughout the United States. While each might have different challenges and areas of focus, the concept of procedural justice should be a common ground for all agencies. It is an inherent human right that people should be treated with dignity and fairness, and these traits should form the cornerstones of every law enforcement-civilian interaction.

These are challenging times for law enforcement. Policing is a balance of preventing and solving crimes, enforcing laws, and safeguarding people's quality of life, but law enforcement agencies cannot effectively do this without strong, trusting relationships with the communities they serve. As stated by IACP President Donald W. De Lucca at the capstone event,

This is not a simple task, but it is something that we must work on daily in the performance of our duties. Strong community-police relationships require reaching out to

nontraditional partners and having tough conversations—partnerships like the one that led to this class and conversations like the ones taking place here over the last 15 weeks.⁹

Trust isn't a checklist item. It has been a significant issue in policing—just as it is any other relationship in life. Policing Inside-Out: Building Trust Through Transformative Education serves as a model for recognizing and reflecting on historical barriers to trust and to improving community-police relations. Although the conversation can be challenging at times, building trust and understanding is a necessary, continuous, and beneficial process for everyone involved. ♦

Notes:

¹International Association of Chiefs of Police (IACP), "Statement by IACP President Terrence M. Cunningham on the Law Enforcement Profession and Historical Injustices," press release, October 17, 2016, <http://www.theiacp.org/ViewResult?SearchID=2690>.

²Ibid.

³"Selma, Alabama, (Bloody Sunday, March 7, 1965)," BlackPast.org, <http://www.blackpast.org/aah/bloody-sunday-selma-alabama-march-7-1965>.

⁴*Final Report of the President's Task Force on 21st Century Policing* (Washington, DC: Office of Community Oriented Policing Services, 2015), https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf.

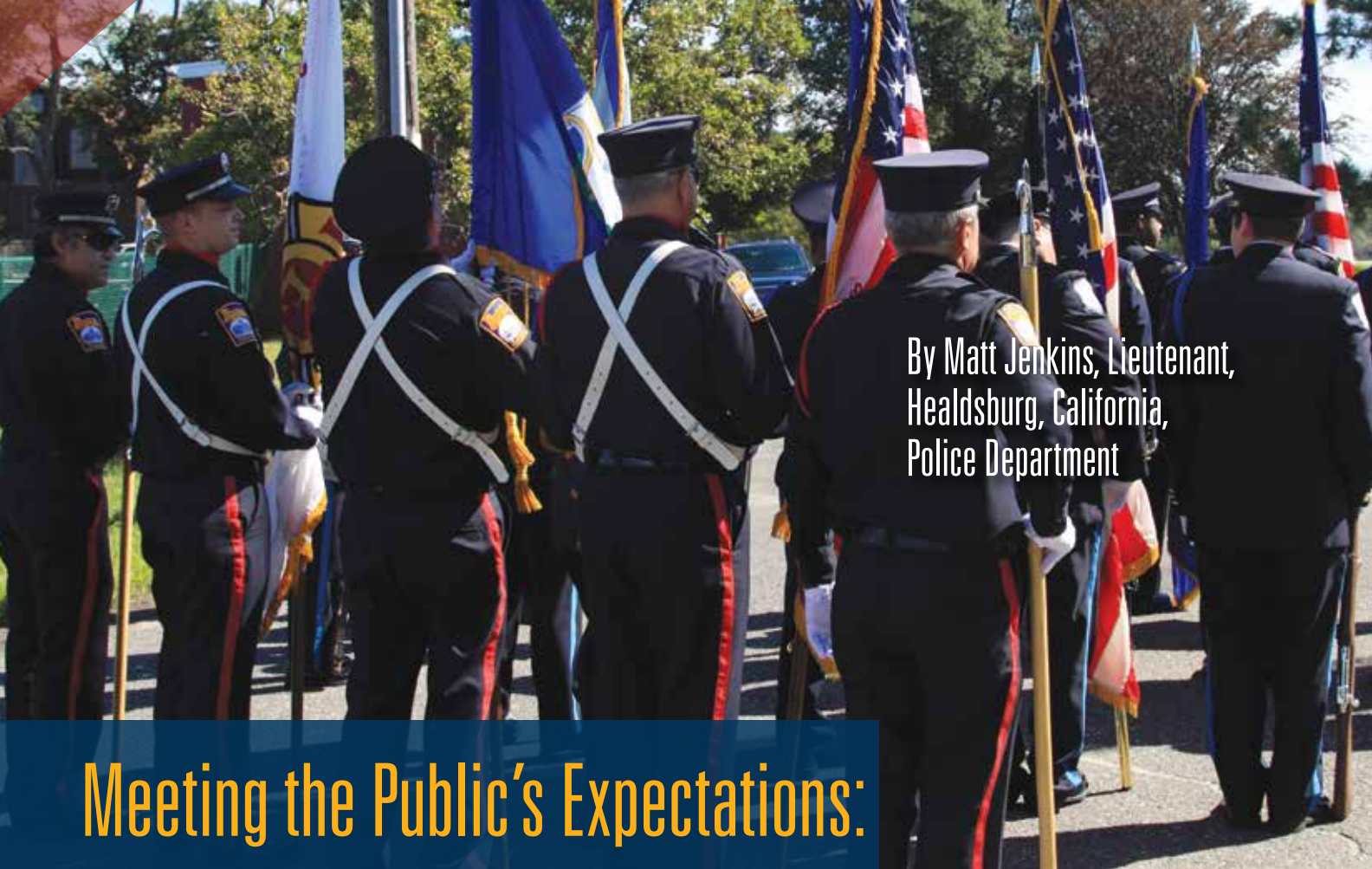
⁵IACP, "IACP and Howard University Team Up on Policing Inside-Out Program," *Official Blog of the International Association of Chiefs of Police*, October 13, 2016, <https://theiacpblog.org/2016/10/13/iacp-and-howard-university-team-up-on-policing-inside-out-program>.

⁶IACP, "IACP and Howard University Team Up on Policing Inside-Out Program," news release, October 7, 2016, <http://www.theiacp.org/ViewResult?SearchID=2687>.

⁷Max Blau, Jason Morris, and Catherine E. Shoichet, "Tulsa Police Shooting Investigated by Justice Department," CNN, September 21, 2016, <http://www.cnn.com/2016/09/20/us/oklahoma-tulsa-police-shooting>.

⁸*Graham v. Conner* 490 U.S. 386, 387 (1989).

⁹Donald W. De Lucca (address, Policing Inside-Out capstone event, Howard University, Washington DC, December 6, 2016).



By Matt Jenkins, Lieutenant,
Healdsburg, California,
Police Department

Meeting the Public's Expectations:

The Re-Professionalization of Law Enforcement

Law enforcement is under scrutiny (and, sometimes, under attack) in the media and on the streets. In recent years, an anti-law enforcement sentiment has been growing in large segments of the population, fueled by high-profile use-of-force situations and a lack of public understanding about the job.¹ Law enforcement deaths in 2016 reached alarming levels, with 63 officers killed by non-accidental gunfire—21 of those by ambush; each death represents a life lost and a family destroyed.² When tragedy strikes law enforcement, the field responds; experts develop new tactics and new tools to keep officers safe. Today's challenge is different: it calls for a solution that transcends traditional police tactics or tools.

Law enforcement is becoming increasingly complex, and the public's expectations of police officers are becoming increasingly

demanding. Policing extends beyond the realm of enforcing laws. Officers are called upon to respond to noncriminal incidents, including many situations that involve mental health issues or people who have no one else to call for help. In these cases, officers might be ill-equipped to handle the call—as they are not psychologists, psychiatrists, or social workers.

It stands to reason that law enforcement officers are frequently confronted with situations requiring split-second life-and-death decisions. Professions with much less at stake require more education and more experience for entry-level applicants than much of law enforcement—cosmetologist training is 1,600 hours and barbers' training is 1,500 hours, dental hygienists need a two-year degree (16 CCR § 1105), and accountants require a bachelor's degree.³ To

produce officers who are capable of adapting to and meeting the changing and growing expectations of the public, there must be a shift in law enforcement hiring and training.

Great Expectations

No matter which roles officers take on, they are being asked to perform at higher levels with greater scrutiny. Their actions are continually second-guessed and reviewed from multiple camera angles shot with body-worn cameras, cellphone cameras, and security cameras. At the same time, the expectations of officers grow each day as new and emerging technologies bring new opportunities for criminals to commit crimes.⁴ Criminals are becoming more sophisticated, committing crimes by using technology, while adapting to the changing world faster than law enforcement can react to emerging criminal threats. This challenge puts law enforcement at risk for failing to meet community expectations—no victim wants to hear from the police that a criminal is too sophisticated for the department to find or apprehend.

In addition to these realities, the public is also demanding changes to the ways in which law enforcement uses force, de-escalates situations, and responds to mental health crises.⁵ De-escalation and skills other

than force to gain compliance have become prominent since the publication of the Police Executive Research Forum's report *Re-Engineering Training on Police Use of Force* and the *Final Report of the President's Task Force on 21st Century Policing*.⁶ As a result of this momentum, critical thinking in split-second crisis situations is becoming the most important tool an officer can utilize for a successful resolution. With the myriad pressures to perform in this fluid and fast-paced environment, is law enforcement preparing officers to succeed or does more need to be done?

The 21st Century Police Officer

Companies do not hire mediocrity; law enforcement should not be an exception. Agencies should strive to employ the quintessential police force, with officers who are of the highest caliber. Trends today, however, reflect that significant numbers of applicants with past criminal conduct, drug use, and minimal education might be eligible for hire.

Currently, the minimum standards for hiring and disqualifying applicants are similar to levels set 50 years ago. Over the years, many of the past disqualifying issues in backgrounds have also become normalized in the applicant pools, making the conduct no longer a disqualifying issue.⁷ The reduction of crimes from felonies to misdemeanors and the decriminalization of marijuana have the potential to allow even more candidates to successfully pass an initial screening process, making them eligible to attend a police academy. This could result in disastrous consequences for law enforcement, as demonstrated by the Oklahoma headline, "Cop Who Shot Terence Crutcher Has History of Drug Use, Domestic Disturbances."⁸ With so much information publicly available about everyone online, past indiscretions will inevitably be uncovered by the public if there is a perceived injustice by an officer—and rightfully so. Yet, no department should find itself in this position if stricter standards are upheld.

Another potential normalization issue that presents significant risk is legal marijuana usage. Eight U.S. states and the District of Columbia now allow recreational marijuana use.⁹ If this trend continues, an entire generation of law enforcement applicants will have been raised in an environment where the drug is treated like alcohol. Despite the substance's legal status, applicants who have smoked marijuana chronically might have had their impulsivity, attention, memory, cognition, and decision-making abilities impacted.¹⁰ In a time when officers are being asked to constantly process and analyze information, these impairments could have disastrous consequences.¹¹

As with increased background standards, the minimum education standard for police officers warrants scrutiny. Education requirements were first envisioned for police officers in the Wickersham Commission report in 1931, and the 1967 President's Commission on Law Enforcement suggested that all officers have baccalaureate degrees.¹² The concept of having every officer possess a baccalaureate degree never came to fruition as a nationwide standard; however, some agencies have implemented varying levels of higher education requirements. For instance, in Minnesota, a two-year degree is required for law enforcement applicants.¹³

In the Los Alamitos, California, Police Department, every police officer in the 21-person department has earned at least a bachelor's degree.¹⁴ According to the police chief, the officers' education makes them better officers with improved communication and critical thinking skills. Higher education is often ripe with opportunities for students to hone oral and written communication skills and to engage in critical thinking. Increasing educational requirements might also raise the education level in the police academy—if all incoming recruits possessed a college education, academy instruction could be increased to match the intellectual and writing abilities of the recruits.

A shift in hiring practices toward more highly qualified applicants, who have scrupulous backgrounds and are free of drug use or run-ins with law enforcement will not only assist to build public

CALLING ALL HEROES

Applications Now Being Accepted

**FOR THE IACP/TARGET
POLICE OFFICER OF THE YEAR AWARD**



Deadline for
Application:
**FRIDAY
JULY 14,
2017**

The IACP/Target Police Officer of the Year Award is an opportunity to recognize individual heroes who work tirelessly every day to make communities around the world safer.

Nominations are now being accepted to honor exceptional achievements in any police endeavor.

Four finalists will be chosen and each will receive:

- Trip to the 2017 IACP Conference and Exposition in Philadelphia, Pennsylvania including airfare, hotel, stipend, and conference registration for nominee and a guest.
- Recognition at the 11th Annual IACP Foundation Gala, where one finalist will receive the Police Officer of the Year Award.
- Recognition of Police Officer of the Year at the General Assembly.
- Feature in *Police Chief* magazine.

The IACP is proud to partner with Target to continue this tradition of recognizing the exemplary performance by law enforcement from across the globe.

Please join us in helping honor and recognize these every day heroes.

For eligibility information and nomination form, please visit:

www.theIACP.org/POY

(800) 843-4227, x213 or Beckmann@theIACP.org

trust, but will also weed out applicants who are at risk for having cognitive impairment issues. Once enrolled in a basic police academy, recruits should also encounter a significantly enhanced training experience.

Re-Engineering the Basic Police Academy

The 21st century police officer begins his or her career by attending a basic police academy. Police academies must provide a significant amount of training in a minimal time period, typically providing recruits with only foundational exposure to most topics. In the United States, the average time spent in the academy is 840 hours (21 weeks) followed by varying amounts of field training.¹⁵ Re-engineering the basic police academy minimum requirements, length, and instructional evaluation could aid in the development of police officers, resulting in more knowledgeable, skilled, and able officers ready to serve the public in the 21st century and beyond.

Most academy instruction time is spent teaching recruits the elements of crime. While the elements are the basic building blocks upon which all other instruction is based, foundational courses in criminal procedures, the criminal justice system, and crimes against persons and property, among others, could be taught at the collegiate level or through online courses and be required for police academy admission. The use of prerequisites would free instructional hours in the academy to be refocused on more complex and dynamic instruction. Those potential recruits who lack requisite coursework, but meet educational requirements, could be eligible to take online coursework through their Commission on Peace Officer Standards and Training (POST) to be eligible to begin the academy.

Police academies serve to provide recruits with the basic knowledge that they will need to start their careers. The current format, however, does not prepare them for the challenges they will be expected to overcome on their first day of patrol. Academies often lack substantive training time on handling mental health issues (only 10 hours in United States) or in de-escalation techniques.¹⁶

Use-of-force expert David Demurjian suggests that police officers ask themselves if they are the best person to handle the call for service and to slow down and look for opportunities to de-escalate the situation.¹⁷ Until such time that a more appropriate entity is tasked with mental health incident response, the best practice standard for law enforcement response to mental health calls is the crisis intervention team (CIT) model, which was developed in part by mental health providers who felt that police officers “lacked the understanding of mental health issues and would often exacerbate the situation.”¹⁸ Under the CIT model, police officers receive 40 hours of specialized training in mental illness, treatments, co-occurring disorders, legal issues, and de-escalation techniques, all taught by mental health care clinicians and advocates.¹⁹

Academies also do not provide training related to computer crime investigation, financial frauds, in-depth identity thefts, and other crimes that an average citizen is likely to be victimized by; however, these trainings are offered as advanced officer training courses and vary in length.²⁰ While the length of the basic police academy might double if it included these topics, it would provide new recruits with information that can be used from day one, and with so much at stake, providing all essential and relevant training at the outset is crucial.

If a recruit is thinking critically and analyzing, conceptualizing, reflecting, and reasoning during a scenario, he or she might develop an outcome or solution that does not meet the current prescribed standards, yet provides for a better outcome to the scenario. The scoring for both written testing and advanced scenarios will require a new method to assess the recruit as correct answers would become more subjective. Research-based critical thinking evaluation and assessment tools are available and could serve as a starting point for grading rubrics that meet the needs of police academies.²¹

The Time Is Now

With so much at stake, officers cannot be placed in a position of disadvantage because of basic entry-level hiring and training standards. Critical thinking becomes imperative when needing to make effective decisions without the benefit of having already handled the same situation previously, and it serves as the foundation for making the 21st century police officer.

At its core, policing is grounded in the mission of service to the public: meeting the public's needs and expectations on each interaction an officer has with a community member. The desire and ability to embrace the expectations of the public and work in conjunction with—not against—they will propel law enforcement into the next great generation of policing. ♦

This article is based on research conducted as a part of the CA POST Command College. It is a futures study of a particular emerging issue of relevance to law enforcement. Its purpose is not to predict the future; rather, to project a variety of possible scenarios useful for planning & action in anticipation of the emerging landscape facing policing organizations.

This journal article was created using the futures forecasting process of Command College and its outcomes. Managing the future means influencing it—creating, constraining and adapting to emerging trends and events in a way that optimizes the opportunities and minimizes the threats of relevance to the profession.

The views and conclusions expressed in the Command College Futures Project and journal article are those of the author, and are not necessarily those of the CA Commission on Peace Officer Standards and Training (POST).

© Copyright 2017 California Commission on Peace Officer Standards and Training

Notes:

¹Al Baker, “U.S. Police Leaders, Visiting Scotland, Get Lessons on Avoiding Deadly Force,” *New York Times*, December 11, 2015, http://www.nytimes.com/2015/12/12/nyregion/us-police-leaders-visiting-scotland-get-lessons-on-avoiding-deadly-force.html?_r=0; Anthony Braga, *Crime and Policing Revisited*, New Perspectives in Policing (National Institute of Justice, September 2015), <https://www.ncjrs.gov/pdffiles1/nij/248888.pdf>; Catherine Gallagher et al., *The Public Image of Police* (The International Association of Chiefs of Police, 2001), <http://www.theiacp.org/The-Public-Image-of-the-Police>.

²Valor for Blue, “Fatal Attacks on Law Enforcement Officers Reach Alarming Levels,” Special Bulletin, November 23, 2016, <https://www.valorforblue.org/documents/bulletin-2016-1123.pdf>; Officer Down Memorial Page, “Honoring Officers Killed in 2016,” <https://www.odmp.org/search/year?year=2016>.

³California Department of Consumer Affairs. “Frequently Asked Questions,” http://www.barbercosmo.ca.gov/forms_pubs/publications/faqs.shtml#ae1; California Board of Accountancy, “CBA-Initial Licensing FAQs,” <http://www.dca.ca.gov/cba/applicants/initial-license-faqs.shtml#ed-requirements>.

⁴Marc Goodman, *Future Crimes: Inside the Digital Underground and the Battle for Our Connected World* (New York, NY: Anchor Books, 2016).

⁵Norma Chavez-Peterson, “Improving Police Policies Dealing with the Mentally Ill,” *San Diego Union Tribune*, February 24, 2016, <http://www.sandiegouniontribune.com/news/2016/feb/24/police-mentally-ill>; Scott Shackford, “Another Fatal Shooting Highlights Poor Police Handling of Mental Health Crisis,” Reason (blog), <http://www.reason.com/blog/2016/02/08/Another-Fatal-Shooting-Highlights-Poor-Police-Handling-of-Mental-Health-Crisis>.

⁶Samuel Walker, "Why Police Reform Won't Die Under Trump," *The Crime Report*, November 29, 2016, <http://thecrimereport.org/2016/11/28/why-police-reform-wont-end-with-the-trump-administration/#>; Police Executive Research Forum, *Re-Engineering Training on Police Use of Force*, August 2015, <http://www.policeforum.org/assets/reengineeringtraining1.pdf>; President's Task Force on 21st Century Policing, *Final Report of the President's Task Force on 21st Century Policing*, May 2015, https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf.

⁷Dave Collins and Lisa Maria Pane, "Police Loosen Standards for Accepting Recruits," Associated Press, November 15, 2016.

⁸Lily Workneh, "Cop Who Shot Terence Crutcher Has History of Drug Use, Domestic Disturbances," *Huffington Post*, September 22, 2016, http://www.huffingtonpost.com/entry/officer-who-shot-terence-crutcher-has-history-of-drug-use-domestic-disturbances_us_57e3f0f8e4b08d73b82fd9ae.

⁹Melia Robinson, "It's 2017: Here's Where You Can Legally Smoke Weed Now," *Business Insider*, January 8, 2017, <http://www.businessinsider.com/where-can-you-legally-smoke-weed-2017-1>.

¹⁰Wake Forest Baptist Medical Center, "Decision-making Processes Blunted in Chronic Marijuana Smokers," news release, 2011, http://www.wakehealth.edu/News-Releases/2011/Decision-making_Processes_Blunted_in_Chronic_Marijuana_Smokers.htm.

¹¹Rebecca Crean, Natania Crane, and Barbara Mason, "An Evidence Based Review of Acute and Long-Term Effects of Cannabis Use on Executive Cognitive Functions," *Journal of Addiction Medicine* 5, no. 1 (March 2011): 1-8.

¹²Rebecca L. Paynich, "The Impact of a College-Educated Police Force: A Review of the Literature," Massachusetts Chiefs of Police, February 2009; National Commission on Law Observance and Enforcement (Wickersham Commission), *Report on the Enforcement of the Prohibition Laws of the United States* (Washington, DC: Government Printing Office, 1031); President's Commission on Law Enforcement

and Administration of Justice, *The Challenge of Crime in a Free Society* (Washington, DC: Government Printing Office, 1967).

¹³Minnesota Board of Peace Officer Standards and Training, "How to Become a Peace Officer in Minnesota," <https://dps.mn.gov/entity/post/becoming-a-peace-officer/Pages/peace-officer-how-to-become.aspx>.

¹⁴Jamee Fletcher, "Los Al Makes the Grade," *California Police Chief Magazine* (Spring 2015): 30.

¹⁵Brian A Reaves, *State and Local Law Enforcement Training Academies*, 2013, Bureau of Justice Statistics, July 2016, <http://www.bjs.gov/content/pub/pdf/slleta13.pdf>.

¹⁶Brian Reaves, *Local Police Departments, 2013: Personnel Policies, and Practices*, Bureau of Justice Statistics, May 2015, <https://www.bjs.gov/content/pub/pdf/lpd13ppp.pdf>.

¹⁷David Demurjian, "Use of Force Liability and Litigation" (lecture, Marin County Sheriff's Office, San Rafael, CA, December 13, 2016).

¹⁸Amy C. Watson and Anjali J. Fulambarker, "The Crisis Intervention Team Model of Police Responses to Mental Health Crises: A Primer for Mental Health Practitioners," *Best Practices in Mental Health* 8, no. 2 (December 2012): 71.

¹⁹Ibid.

²⁰California Commission on Peace Officer Standards and Training, "Course Catalog," <http://catalog.post.ca.gov>.

²¹William Peirce, "Designing Rubrics for Assessing Higher Order Thinking" (workshop, AFACCT, Howard Community College, January 13, 2006), <http://academic.pg.cc.md.us/~wpeirce/MCCCTR/Designingrubricsassessingthinking.html>.

CZ P-10 C

With a superb factory trigger, engineered ergonomics and a bevy of features both familiar and new, the P-10 improves on perfection.



- 9mm or .40 S&W
- 15+1 in 9mm, 12+1 in .40
- Ambidextrous mag release and slide stop
- Natural grip angle with three interchangeable backstraps
- Metal 3-dot sights (tritium night sights available)
- FDE and Suppressor-Ready variants
- MSRP starts at \$499 — special discounted pricing for first responders and agencies



PRODUCT FEATURE:

FIREARMS INDUSTRY CATERING TO LAW ENFORCEMENT NEEDS

By Scott Harris, Freelance Writer

There is evidence that firearms sales have slowed over the past several months in the United States.

According to data from the FBI National Instant Criminal Background Check System, 2,433,092 background checks were conducted for firearms in March 2017—down significantly from the 2,523,265 in March 2016.¹

At the same time, major manufacturers Sturm Ruger and American Outdoor Brands (formerly Smith and Wesson) lost 14 percent and 15 percent of their stock value, respectively, after the 2016 presidential election.²

Although this trend might worry some in the larger firearm industry, no such alarm affects the law enforcement sector of the market. Manufacturers are catering to police to maximize effectiveness.

"People say the gun business is doing bad, but I don't see any evidence of that here," said Chris Kurzadowski, owner of Battle Rifle Company, a boutique firearms manufacturer based in Houston, Texas, that caters to law enforcement.³

Several companies are unveiling new models designed with police in mind and constructed to withstand the rigors of police work.

Emerging Leaders in the Field

Most law enforcement agencies and officers are familiar with the leading firearm brands, but that doesn't mean there can't be room for relatively new players.

One such player is CZ, which entered the U.S. law enforcement market a few years ago, according to John Simmons, a former Kansas police chief who now serves as director of law enforcement and military sales for CZ-USA. Headquartered in the Czech Republic, but operating a U.S. office in Kansas City, Kansas, CZ and CZ-USA have extensive experience in Europe and elsewhere with the law enforcement and military sectors.⁴

"The quality is there," Simmons said. "And we've priced it to where law enforcement can afford to buy it. All our firearms are extremely shootable and very forgiving,



CZ P-10C

If you keep the sight on the target, it's amazing how accurate they can be."⁵

CZ-USA's signature product for law enforcement is the CZ 75. Recently, however, the CZ P-10 C, a striker-fired pistol designed to compete with similar models from other manufacturers, was introduced.

According to Simmons, there are several features that set the CZ models apart from those of competitors. "Ergonomically, it's more adapted to your hand," he said. "CZ has long been known for ergonomics and pointability. It's amazing. It's not going to move around in your hand."⁶

The P-10 C's designers tout its trigger in particular, which breaks at 4–4.5 pounds and rebounds with a short reset. That translates to better accuracy and easier shooting. In addition, the weapon's fiber-reinforced polymer frame and nitride finish are made for professional-grade wear and tear, and it holds 15+1 in 9mm in a flush-fitting magazine, with extended bases allowing 17+1. The P-10 C starts at around \$500.

Several other companies, of course, also specialize in firearms for police and military applications. Heckler and Koch (HK), headquartered in Germany with a U.S. subsidiary in Ashburn, Virginia, made a splash in April 2017 when it unveiled its own striker-fired pistol, the VP9SK.

HK's VP line of handguns has a compact body in the VP9SK. The VP's precision strike trigger is on the VP9SK, retaining the short, light take-up and solid, single-action

type break that will be familiar to previous users of the VP line. A smaller-scale version of the VP's adjustable grip, which consists of interchangeable back straps and lateral grip panels, is on the VP9SK.⁷

Special Weapons for Special Purposes

Officers operate in a dizzying range of places and conditions. According to Kurzadowski, Battle Rifle Company's Build to Spec program can create a firearm for any situation a law enforcement officer might face.

Battle Rifle experts consult with law enforcement leaders to build custom rifles and training services around maintenance, disassembly, and basic operations. "You can sit down with us and get something custom built for a reasonable price," Kurzadowski stated. "Other manufacturers charge hundreds more dollars; we're much less for the same or better quality."⁸

Options for custom weapons seem to not have any obvious limits. "These are purpose-driven builds," Kurzadowski explains. "We built a submachine gun for protecting the governor here in Texas. They have specific purposes. We built a maritime security weapon. We have rifles that can be deployed by bike officers... they are very compact."⁹

The maritime security rifle, the BR4 Trident, was constructed for a long life and strong performance either at sea or along the coastline. Battle Rifle designers constructed the rifle so no iron metal-to-metal contact could occur throughout the rifle,



HK VP9SK



helping to prevent corrosion, even after extended exposure to the elements.

Refurbishing Program

The U.S. federal 1033 Program was established in 1997 by the National Defense Authorization Act. Through the program, the U.S. Department of Defense was authorized to transfer surplus military supplies and equipment to state and local law enforcement.¹⁰

The 1033 Program has resulted in numerous important supplies being transferred to law enforcement agencies, including various vehicles, electronic and computer equipment, first aid equipment, tents and sleeping bags, and photographic equipment, among other items.

One of the product types the 1033 supplies is weapons. However, the firearms transferred from the military to law enforcement are often old or outdated.

That's where Battle Rifle can come in.

As many in the law enforcement community may be aware, the 1033 prohibits any modifications from being permanent, requires each agency to retain all original parts removed from the weapon to perform the modification, and requires law enforcement to return weapons in their original configuration.

Battle Rifle works in compliance with all 1033 requirements when performing a refurbishment or upgrade. "You can get weapons through the 1033 program, but you get things like M16s," Kurzadowski said. "We can refurbish and upgrade those... with the same customization we offer for everything else."¹¹ The starting price of a 1033 M16 upgrade at Battle Rifle is \$695.

Every agency has different needs in terms of firearms, but regardless of what is needed, there is a good chance Markl Supply Company will have it available. The family-owned company, based in Pittsburgh, Pennsylvania, has a large showroom and an extensive web store featuring firearms, accessories, and a host of other products catering exclusively to law enforcement. As of late April 2017, the Markl website featured 73 firearms, 85 firearm accessories, and 28 items for firearm maintenance.¹²

Agencies looking to upgrade or change the firearms they issue or simply seeking to outfit new officers with appropriate gear have a range of options available as more companies build firearms customized for the specific demands of the law enforcement market. ♦

Notes:

¹FBI, NICS Firearm Background Checks, https://www.fbi.gov/file-repository/nics_firearm_checks_-_month_year.pdf/view.

²Uri Berliner, "Democrats Are Good For Gun Sales: Guess What Happened After Trump's Election," *Morning Edition*, National Public Radio, March 31, 2017, <http://www.npr.org/2017/03/31/522036660/democrats-are-good-for-gun-sales-guess-what-happened-after-trumps-election>.

³Chris Kurzadowski (owner, Battle Rifle Company), telephone interview, April 26, 2017.

⁴John Simmons (director, law enforcement and military sales, CZ-USA), telephone interview, April 27, 2017.

⁵Ibid.

⁶Ibid.

⁷Heckler & Koch, "VP9SK," <http://hk-usa.com/hk-models/vp9-sk>.

⁸Kurzadowski, telephone interview, April 26, 2017.

⁹Ibid.

¹⁰Defense Logistics Agency, "1033 Program FAQs," <http://www.dla.mil/DispositionServices/Offers/Reutilization/LawEnforcement/ProgramFAQs.aspx>.

¹¹Kurzadowski, telephone interview, April 26, 2017.

¹²Markl Supply Company, website, <http://www.marklsupply.com>.

PRODUCT FEATURE:

FIREARMS PROVIDERS

For contact information, please visit www.policechiefmagazine.org.

American Outdoor Brands	Heckler & Koch
Battle Rifle Company	Markl Supply Company Inc.
Beretta USA	Quantico Tactical
CMC Government Supply	Rock River Arms
CZ-USA	Ruger Firearms
Desert Eagle Technologies	Smith & Wesson
Diamondback Firearms	

Special Offer for IACP Members



30 Days FREE + 10% Off LifeLock Identity Theft Protection



DETECT



ALERT



RESTORE

Comprehensive identity theft protection from LifeLock helps safeguard your finances, credit and good name.



LifeLock
Relentlessly Protecting Your Identity™

YOU SAVE. YOU SUPPORT.
www.theiacp.org/Welcome-to-IACPreferred

NEW MEMBERS

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

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

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

*Associate Members

All other listings are active members.



CANADA

Alberta

Lethbridge

*Affie, Nicole, Constable, Lethbridge Police Service

*Klassen, Robin, Sergeant, Lethbridge Police Service

British Columbia

Delta

*Swallow, Sarah, Constable, Delta Police Dept

Port Moody

Fluegel, David, Chief Constable, Port Moody Police Dept

Ontario

Toronto

*Beckett, Stephen K, Assistant Deputy Minister, Ministry of Community Safety & Correctional Svcs

Quebec

Westmount

*Fournier, Anick, Protective Policing Officer, RCMP

INDIA

Hyderabad

*Kaza, Gandhi P C, Advisor to the Government, Govt of Andhra Pradesh

NIGERIA

Ikeja

Adekoya, Jamiu, Assistant Superintendent of Police, Nigeria Police Force

*Ademola, Durojaye, Sergeant, Nigeria Police Force

*Ademola, Adenipekun, Inspector of Police, Nigeria Police Force

Umukoro, Irene, Assistant Superintendent of Police, Nigeria Police Force

Lagos

*Adegoke, Caroline, Sergeant, Nigeria Police Force

*Alegbe, Frances, Inspector of Police, Nigeria Police Force

PAKISTAN

Karachi

Riaz, Imran, Senior Superintendent of Police, Police Service of Pakistan

UNITED STATES

Alabama

Adamsville

Cotton, Warren, Chief of Police, Adamsville Police Dept

Athens

Johnson, Floyd R, Chief of Police, Athens Police Dept

Citronelle

Mayo, Phillip W, Chief of Police, Citronelle Police Dept

Pelham

Cheatwood, Pat, Captain, Pelham Police Dept

Tuscaloosa

*Farris, Patrick, Sergeant, Tuscaloosa Police Dept

Alaska

Haines

Scott, Heath E, Chief of Police, Haines Borough Police Dept

Arizona

Apache Junction

Parker, Thomas E, Lieutenant, Apache Junction Police Dept

Casa Grande

*De Leon, Amy, Corporal, Casa Grande Police Dept

*Ellsworth, Theresa, Police Officer, Casa Grande Police Dept

*Leos, Sandra, Judicial Office Supervisor, Casa Grande Justice Court

*Noland, Onishia, Sergeant, Casa Grande Police Dept

*Siqueros, Regina, Administrative Assistant, Casa Grande Police Dept

Chandler

*Mead, Jacquelin, Police Officer, Chandler Police Dept

*O'Bryan, Erin, Police Officer, Chandler Police Dept

Florence

Harrell, Bryan D, Deputy Chief, Pinal Co Sheriff's Office

King, Blake D, Lieutenant, Pinal Co Sheriff's Office

Ralston, Brandee M, Lieutenant, Pinal Co Sheriff's Office

Rankin, Hunter L, Lieutenant, Pinal Co Sheriff's Office

Thomas, Matthew J, Chief Deputy, Pinal Co Sheriff's Office

Gilbert

*Krueger, Darrell, Public Information Officer, Gilbert Police Dept

Glendale

Levander, Rich, Assistant Chief of Police, Glendale Police Dept

Phoenix

Johnson, Jayson, Lieutenant, Phoenix Police Dept

Quartzsite

Ponce, William, Chief of Police, Quartzsite Police Dept

Surprise

Jackson, James, Commander, Surprise Police Dept

Yuma

*Day, Indira, Border Patrol Agent, US Border Patrol/DHS

Navarro, Yesenia, Supervisory Border Patrol Agent, US

Border Patrol/DHS

Sawyer, Amanda J, Supervisory Border Patrol Agent, US Border Patrol/DHS

Arkansas

Bella Vista

Graves, James E, Chief of Police, Bella Vista Police Dept

California

Alhambra

*Williams, Tawny, Student, Alliant International Univ

Anaheim

*Felix, Lourdes, Chief Financial & Operating Officer, Biocorr Inc

Cerritos

Gallivan, Tom H, Chief of Police, Cerritos College Police Dept

Chino

Simmons, Wes, Captain, Chino Police Dept

Clovis

*De Jong, Dayna, Detective, Clovis Police Dept

*Padgett, Abby, Police Officer, Clovis Police Dept

El Segundo

*Strandberg, Garth R, Vice President, Sierra Cedar

Fullerton

Clegggett, Rhonda, Lieutenant, Fullerton Police Dept

Glendora

*Gold, Shelly, Sergeant, Glendora Police Dept

Imperial

Alvarado, Claudia, Supervisory Border Patrol Agent, US Border Patrol/DHS

Los Altos

Maloney, Judy, Police Services Manager, Los Altos Police Dept

Oakland

*Bliss, Kimberly A, Dept Counsel Oakland Police Dept, Oakland City Attorney's Office

Kirkpatrick, Anne E, Chief of Police, Oakland Police Dept

Steinberger, Allan, Lieutenant, Oakland Police Dept

Orange

Bervanger, Kelly, Assistant Special Agent in Charge, US Dept of Health & Human Services OIG OI

Palo Alto

*Dougherty, Michael, Senior Business Analyst, Palo Alto Police Dept

Pleasanton

Cox, Lawrence P, Lieutenant, Pleasanton Police Dept

Sacramento

Landrum, David W, Chief of Law Enforcement, California Dept of State Hospitals

Salinas

Lombardi, Fred, District Attorney Investigator, Monterey Co District Attorney's Office

San Bernardino

Jiles, Casey, Lieutenant, San Bernardino Co Sheriff's Dept
*Pellis, Brian, Sergeant, San Bernardino Police Dept

San Gabriel

Harris, Eugene A, Chief of Police, San Gabriel Police Dept

San Jose

Tibaldi, Gina, Lieutenant, San Jose Police Dept

San Mateo

Lethin, Matt, Lieutenant, San Mateo Police Dept

Santa Ana

*Bellamy, Jill, Sergeant, Orange Co Sheriff's Dept

Santa Cruz

Schlumbrecht, Kent, Chief of Inspectors, Santa Cruz Co District Attorney's Office

Colorado

Breckenridge

Fitzsimons, Jaime, Sheriff, Summit Co Sheriff's Office

Commerce City

Nichols, Clinton, Chief of Police, Commerce City Police Dept

Denver

*Shihabi, Laila, Marketing Manager, The CELL

Granby

Kraker, Jim, Chief of Police, Granby Police Dept

Mead

Maudlin, Michael L, Chief of Police, Mead Police Dept

Wheat Ridge

*Spaulding, Sara, Public Information Officer, Wheat Ridge Police Dept

Connecticut

New Haven

Reyes, Otoniel, Assistant Chief of Police, New Haven Police Dept

Norwich

Ferace, Christopher D, Deputy Chief of Police, Norwich Police Dept

Wilton

Lynch, John P, Chief of Police, Wilton Police Dept

District of Columbia

Washington

Deadrich, Daniel, Colonel, US Army Office of the Provost Marshal General

High, Troy, Police Commander, US Bureau of Engraving & Printing

*Pelagalli, Kelsey, Student, George Washington Univ
Romeo, Vincenzo, Police Attache, Embassy of Italy

Florida

Doral

Daniels, Stephanie V, Assistant Director, Miami Dade Police Dept

Fort Lauderdale

Anderson, Nichole, Major, Broward Co Sheriff's Office

Faer, Brian, Captain, Broward Co Sheriff's Office

Gundle, Grant S, Captain Campus Safety Operations, Broward College

Fort Pierce

*Johnson, Akeem, Accreditation Officer, Fort Pierce Police Dept

Gainesville

*Alexander, John, Coordinator, Gainesville Police Dept

*Awamy, Brey, Police Service Technician II, Gainesville Police Dept

*Bradford, Steven, Sergeant, Gainesville Police Dept

*Duda, David, Technical Systems Analyst Coordinator, Gainesville Police Dept

*Durst, Timothy, Corporal, Gainesville Police Dept

*Ferrara, Nicholas J, Sergeant, Gainesville Police Dept

*Ferro, Tony, Corporal, Gainesville Police Dept

*Ford, Precious, Sergeant, Santa Fe College Police Dept

*Girard, Stephen, Sergeant, Gainesville Police Dept

*Guyan, Renee, Corporal, Gainesville Police Dept

*Hayes, Leah, Sergeant, Gainesville Police Dept

*Hayes, Stephen, Sergeant, Gainesville Police Dept

*Kelly, Jeremiah, Corporal, Gainesville Police Dept

*Kerkau, Nancy, Corporal, Gainesville Police Dept

*Lardner, Nicole, Officer, Gainesville Police Dept

*Lugo, Ariel, Corporal, Gainesville Police Dept

*McMillan, Denise, Police Service Technician II, Gainesville Police Dept

*Melaragno, Fred, Corporal, Gainesville Police Dept

*Moore, Rebekah, Sergeant, Gainesville Police Dept

*Neal, Gary, BOLD Manager, Gainesville Police Dept

Nechodom, Matthew, Lieutenant, Gainesville Police Dept

*Owens, Charles, Corporal, Gainesville Police Dept

*Plourde, Marc, Sergeant, Gainesville Police Dept

*Rarey, Jason, Officer, Gainesville Police Dept

*Robinson, Joy, Sergeant, Gainesville Police Dept

*Schaeffer, Bryon, Property/Evidence Supervisor, Gainesville Police Dept

Schentrup, Michael, Lieutenant, Gainesville Police Dept

*Smith, Brett, Officer, Gainesville Police Dept

*South, Wayne, Sergeant, Gainesville Police Dept

Stout, Whitney, Lieutenant, Gainesville Police Dept

*Tripathi, Shafali, Police Planner, Gainesville Police Dept

*West, Michael, Sergeant, Gainesville Police Dept

*Wilson, Reginald, Records Supervisor, Gainesville Police Dept

Miami

*Galmarini, Maria E, Psychologist, LEPCA

*Perez, Vanessa D, Staff Psychologist, LEPCA

Okeechobee

*Hazellief, Michael B, Corporal/Training Supervisor, Okeechobee Co Sheriff's Office

Georgia

Augusta

Wade, Reginald, Chief, Richmond Co Board of Education

Avondale Estates

Thomas, Lynn D, Chief of Police, Avondale Estates Police Dept

Brunswick

Babbin, Donald, Lieutenant, Brunswick Police Dept

Illinois

Chicago

*Brennan, Caitlyn, Chief Operating Officer, 100 Club of Chicago
Carter, Eric M, Deputy Chief of Police, Chicago Police Dept

*Draus, Beverly, Intelligence Review Specialist, Health Care Service Corp

*Paz, Franklin, Sergeant, Chicago Police Dept

*Zic Schlomas, Virginia M, Director Safety & Security, Columbia College

Des Plaines

Weatherford, Steven, Assistant Chief of Police, Illinois Commerce Commission

Dolton

Mobley, Ernest, Deputy Chief of Police, Dolton Police Dept

Oak Forest

Kristin, Timothy J, Chief of Police, Oak Forest Police Dept

Plano

Whowell, Jonathan R, Chief of Police, Plano Police Dept

Springfield

*Fischer, Brent A, Executive Director, Illinois Law Enforcement Training & Standards

*McGill, Benjamin, Patrol Officer, Springfield Police Dept

Wonder Lake

Crilly, John K, Chief of Police, Wonder Lake Police Dept

Indiana

Bloomington

Oldham, Scott, Captain, Bloomington Police Dept

Indianapolis

Eslinger, Michael J, Major, Indiana State Police

Iowa

Des Moines

Sams, Lillie, Lieutenant, Des Moines Police Dept

Independence

Dallenbach, Dustin D, Chief of Police, Independence Police Dept

Iowa City

Campbell, William A, Captain, Iowa City Police Dept

Kansas

Leawood

Robbins, Brad, Captain, Leawood Police Dept

Kentucky

Lexington

Holland, Roger C, Commander, Lexington Police Dept

Maynard, Brian P, Commander, Lexington Police Dept

Wright, Mike, Commander, Lexington Police Dept

Louisville

*Roth, Theresa M, Administrative Coordinator, Louisville Metro Police Dept

Schwab, James M, Lieutenant, Louisville Metro Police Dept

Russell Springs

Irvin, Joseph M, Chief of Police, Russell Springs Police Dept

Louisiana

Baton Rouge

*Marchand, Greg, Master Trooper, Louisiana State Police

Belle Chasse

Turlich, Gerald, Sheriff, Plaquemines Parish Sheriff's Office

Walker

Addison, David, Chief of Police, Walker Police Dept

Maine

Freeport

Goodman, Nathaniel T, Lieutenant, Freeport Police Dept

Maryland

North East

Capozzoli, John, Director/Chief of Public Safety, Cecil College

Snow Hill

*Valerio, Michael D, Deputy, Worcester Co Sheriff's Office

Takoma Park

Collington, Tyrone, Captain/Operations Div Commander, Takoma Park Police Dept

Thurmont

*Gast, Richard T, Officer, Thurmont Police Dept

Massachusetts

Boston

Lydon, Colm, Deputy Superintendent, Boston Police Dept

Danvers

*Moore, Sean, Market Development Product Manager,
Stanley Convergent Security Solutions Inc

Fitchburg

Hess, Harry N, Captain, Fitchburg Police Dept
LeMay, Matthew D, Captain Support Services Commander,
Fitchburg Police Dept

Somerville

Ward, Christopher J, Lieutenant Special Operations, Somerville Police Dept

West Brookfield

*Letendre, Matthew P, Sergeant, West Brookfield Police Dept

Michigan

Auburn Hills

Ceci, David F, Director of Law Enforcement Training, Oakland Police Academy

Grand Rapids

*Williams, Cathy, Sergeant, Grand Rapids Police Dept

Niles

*Drew, Sean, Attorney/Managing Partner, Drew Law Office

Novi

Nelson, John N, Lieutenant, Novi Police Dept

Southgate

Selby, Brett D, Chief of Police, Southgate Police Dept

Warren

Nichols, Matthew, Deputy Police Commissioner, Warren Police Dept

Woodhaven

Toth, Robert T, Deputy Chief of Police, Woodhaven Police Dept

Minnesota

Sleepy Eye

Andres, Matthew J, Chief of Police, Sleepy Eye Police Dept

Mississippi

Gulfport

Ryle, Chris, Commander, Gulfport Police Dept

Missouri

Cassville

Davis, Gary D, Sheriff, Barry Co Sheriff's Office

Columbia

German, Gary, Captain, Boone Co Sheriff's Dept

Kansas City

Oakman, Karl A, Deputy Chief of Police, Kansas City Police Dept

Lee's Summit

Childs, Michael, Major/Operations Commander, Lee's Summit Police Dept

Richmond Heights

Schaeffler, Douglas, Chief of Police, Richmond Heights Police Dept

Montana

Bozeman

Wilfore, Mark R, Captain, Montana Hwy Patrol

Miles City

Colombik, Doug, Chief of Police, Miles City Police Dept

Nevada

Henderson

Bellow, Maria, Lieutenant, Henderson Police Dept
*Epperson, Arbresha, Corrections Officer, Henderson Police Dept
*Jackson, Carmen, Communications Operator, Henderson Police Dept
*Lakteen, Linda, Sergeant, Henderson Police Dept
*Wilson, Stephanie, Crime Scene Analyst Supervisor, Henderson Police Dept

Las Vegas

*Larkin, Stephana, Forensic Scientist/Quality Assistant, Las Vegas Metropolitan Police Dept
*McClendon, Helen, Marshal, Las Vegas Municipal Court
Meads, Sharon, Lieutenant, Las Vegas Dept of Public Safety

Reno

*Graves, Stacey, Senior Agent, Nevada Gaming Control Board

New Hampshire

Claremont

Chase, Mark T, Chief of Police, Claremont Police Dept

Newmarket

Beaudet, Richard, Lieutenant, Newmarket Police Dept

New Jersey

Blairstown

Johnsen, Scott A, Captain/Officer in Charge, Blairstown Police Dept

Brigantine

Bennett, James C, Chief of Police, Brigantine Police Dept

Camden

Dinan, Richard R, Chief of Police, Rutgers Univ Camden

Deal

Neuman, Ronen, Chief of Police, Deal Police Dept

Ewing

Jacobs, Jeffrey Q, Lieutenant, Ewing Twp Police Dept
McGuire, Daniel J, Lieutenant, Ewing Twp Police Dept
Rhodes, Albert F, Lieutenant, Ewing Twp Police Dept

Fairfield

Dias, Daniel, Lieutenant, Fairfield Police Dept
Pollack, Peter F, Lieutenant, Fairfield Police Dept
Zampino, Charles W, Detective Lieutenant, Fairfield Police Dept

Jersey City

Rubino, Gennaro, Chief of Investigations, Hudson Co Prosecutor's Office

Kinnelon

Napoletano, Joseph, Lieutenant, Kinnelon Borough Police Dept

Long Beach

Deely, Anthony E, Chief of Police, Long Beach Twp Police Dept

Morristown

*Knapp, Fredric, County Prosecutor, County of Morris

North Haledon

Darby, Todd W, Captain, North Haledon Police Dept
Rowe, Marc C, Lieutenant, North Haledon Police Dept

Vineland

Finley, Matthew, Captain, Vineland Police Dept

West New York

*Antolos, Robert, Police Director, West New York Police Dept
*Ramos, Jorge, Sergeant, West New York Police Dept

Whippany

White, David H, Captain, Hanover Twp Police Dept

Wildwood Crest

McGrath, Joseph J, Chief of Police, Wildwood Crest Police Dept

New Mexico

Los Lunas

*Baca, Nikki, Detective, Los Lunas Police Dept
*Iturralde, Brenda, Patrol Officer, Los Lunas Police Dept

Socorro

*Haley, Joel, Associate Director Training, New Mexico Tech

New York

Brooklyn

*Fakhereddine, Wassim, Vice President, Corcoran

Cooperstown

Covert, Michael K, Chief of Police, Cooperstown Police Dept

New York

Lynch, Marlon, Vice President Global Campus Safety, New York Univ Dept of Public Safety
Mercado, Christopher, Lieutenant Special Assignment, New York City Police Dept

Rochester

O'Flynn, Patrick M, Sheriff, Monroe Co Sheriff's Office

Utica

*Davis, Tyler A, Student, Utica College
*Ryder, Heather L, Student, Utica College

Watertown

O'Neill, Colleen M, Sheriff, Jefferson Co Sheriff's Office

North Carolina

Raleigh

Haines, Craig, Major, Raleigh Police Dept
Matthews, Justin, Major, Raleigh Police Dept

North Dakota

New Town

Heart, Nelson W, Chief of Police, Three Affiliated Tribes Law Enforcement Services
Her Many Horses, Grace L, Captain, Three Affiliated Tribes Law Enforcement Services

Ohio

Bellville

Wiley, Ron L, Chief of Police, Bellville Police Dept

Columbus

Black, Michael D, Lieutenant Colonel, Ohio State Hwy Patrol

Lowellville

Alli, Elrico V, Chief of Police, Lowellville Police Dept

Martins Ferry

McFarland, John P, Chief of Police, Martins Ferry Police Dept

Olmsted Falls

Traine, Williams P, Chief of Police, Olmsted Falls Police Dept

Shaker Heights

Mastnardo, Richard, Lieutenant, Shaker Heights Police Dept

Solon

*Cunningham, Roy, Patrolman, Solon Police Dept

Oregon

Cottage Grove

Shepherd, Scott M, Chief of Police, Cottage Grove Police Dept

Grants Pass

English, Misty, Lieutenant, Grants Pass Dept of Public Safety

Oregon City

*Gates, Cynthia, Sergeant, Oregon City Police Dept

Portland

*Baxter, Jenni, Sergeant, Portland Police Bureau
Hager, Tashia, Lieutenant, Portland Police Bureau
*Loos, Jason T, Deputy City Attorney, Portland Office of the City Attorney
*McMillan, Amanda, Sergeant, Portland Police Bureau
Westbrook, Sara, Commander, Portland Police Bureau
*Wheat, Mary, Consultant, MKW Solutions

St Helens

*Hasenkamp, Jeromy, Detective, Oregon State Police

Pennsylvania

Doylestown

*Vona, Richard, Director Law Enforcement Training, County of Bucks

Elkins Park

Frye, John J, Chief of Police, Cheltenham Twp Police Dept

Harrisburg

Fisher, James H, Captain/Director Operational Records Div, Pennsylvania State Police

Kimberton

Wilson, Susette K, Sergeant/Officer in Charge, East Pikeland Twp Police Dept

North Wales

Fantry, Donald P, Chief of Police, North Wales Police Dept

Philadelphia

McKnight, George, Lieutenant, Drexel Univ Police Dept

Pittsburgh

Rosato Barone, Linda, Assistant Chief of Police, Pittsburgh Bureau of Police

Scranton

*Kostiak, David, Policy & Compliance Manager, Univ of Scranton Police Dept

Sinking Spring

Whitmoyer, Barry, Chief of Police, South Heidelberg Twp Police Dept

Rhode Island

Johnston

Benson, Matthew, Lieutenant, Johnston Police Dept

North Kingstown

Flanagan, Patrick D, Chief of Police, North Kingstown Police Dept

South Carolina

Barnwell

Johnson, Brian, Patrol Captain, Barnwell Police Dept

South Dakota

Spearfish

Jacobs, Curt L, Assistant Chief of Police, Spearfish Police Dept

Tennessee

Henderson

Cleveland, Wilton, Chief of Police, Henderson Police Dept

McKenzie

Sawyers, Richard W, Assistant Chief of Police, McKenzie Police Dept
Weaver, Lee Andrew, Sergeant, McKenzie Police Dept
White, Charles Ryan, Sergeant/Investigator, McKenzie Police Dept

Nashville

McAlister, Michael, Major, Tennessee Hwy Patrol

Texas

Amarillo

Loftus, Joseph, Lieutenant, Amarillo Police Dept

Austin

*Villanueva, David, Special Agent, Texas Dept of Public Safety

Conroe

Allen, Allison, Captain, Montgomery Co Sheriff's Office
Coward, Oliver R, Captain/Jail Administrator, Montgomery Co Sheriff's Office
Culbreath, Kenneth L, Chief Deputy, Montgomery Co Sheriff's Office
Eaves, Randal A, Captain, Montgomery Co Sheriff's Office
Franklin, Melvin W, Captain, Montgomery Co Sheriff's Office
Hall, Damon W, Captain, Montgomery Co Sheriff's Office
Malmay, Jimmy E, Captain, Montgomery Co Sheriff's Office
Ray, Jonathan K, Captain East Patrol Division, Montgomery Co Sheriff's Office
Spencer, Jeffrey S, Lieutenant, Montgomery Co Sheriff's Office

Irving

Steele, Darren C, Assistant Chief of Police, Irving Police Dept

Lampasas

Bailey, Sammy T, Chief of Police, Lampasas Police Dept

Pflugerville

Berry, Kenneth David, Lieutenant, Pflugerville Police Dept

Utah

Taylorville

*Oaks, Kellie, Sergeant, Utah Hwy Patrol

Virginia

Alexandria

*Tombe, Wolf, Chief Technology Officer, US Customs & Border Protection/DHS

Arlington

*Comer, Angela, Sergeant, Arlington Co Police Dept

Isle of Wight

Pope, James W, Lieutenant, Isle of Wight Co Sheriff's Office
Potter, Thomas O, Lieutenant, Isle of Wight Co Sheriff's Office

Leesburg

Cerniglia, Linda, Sergeant CIT, Loudoun Co Sheriff's Office

Richmond

*London, Nate, Student, Virginia Commonwealth Univ

Washington

Auburn

*Nix, Francesca, Detective Major Crimes, Auburn Police Dept

Bothell

Johnson, Mike, Captain, Bothell Police Dept

Edgewood

Lundborg, Micah P, Chief of Police, Edgewood Police Dept

Everett

Richardson, Mark, Operations Lieutenant Task Force, Snohomish Co Sheriff's Office

Kent

Church, Tracey, Commander, Kent Police Dept

Newport

Rusho, Geoff S, Captain, Pend Oreille Co Sheriff's Office

Olympia

*Sizemore, Bud E, Commissioner, Washington State Gambling Commission

Sammamish

Bennett, Michelle D, Chief of Police, Sammamish Police Dept

Union Gap

Cobb, Gregory S, Chief of Police, Union Gap Police Dept

Yakima

Watts, Linda, Lieutenant, Yakima Police Dept

Wisconsin

Belleville

Eichelkraut, William B, Chief of Police, Belleville Police Dept

Fontana

Cates, Jeff, Chief of Police, Fontana Police Dept

Greendale

Rosenow, Ryan, Captain, Greendale Police Dept

Stevens Point

Skibba, Martin E, Chief of Police, Stevens Point Police Dept

VISIT **POLICE CHIEF ONLINE**
www.policechiefmagazine.org

to read online-only bonus articles! A new article is posted each week.



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.

William A. Biondo, Global Vehicle Security and Advanced Technologies, General Motors, Warren, Michigan

Joseph A. Blake, Chairman (ret.), Police/Security Program, Grant MacEwan Community College, Edmonton, Alberta, Canada

Donald C. Capps, Captain (ret.), Quincy, Illinois (life member)



STICKERS FOR KIDS

with your department's name and state's official seal

Junior Officer Badge Stickers
Safety Message Stickers
Star Shaped Badge Stickers

Visit Our Website at:

www.PoliceStickers.com

Phone: 508-892-1555 Email: sales@policestickers.com

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 www.policechiefmagazine.org. Items about new or improved products are based on news releases supplied by manufacturers and distributors; IACP endorsement is in no way implied.



Rugged tablet

Xplore Technologies Corp. is expanding the pricing and performance options for its highly demanded XSLATE R12 rugged tablet PC platform in order to accommodate customers' evolving mobile computing requirements, even within their fixed budget parameters. Customers will now be able to order the exceptionally powerful XSLATE R12 in two new Intel 7th generation Kaby Lake CPU configurations: the Celeron-powered tablet PC and the Intel Core i7 vPro version. Both XSLATE R12 rugged tablet models are available in multiple configurations and can serve as laptop and desktop replacements, if desired. The tablet has a unique magnetically attached Companion Keyboard, which can stow and recharge while docked or while on the go, as well as touch and pen data-input tools. The 800 Nit View Anywhere screen is protected by Corning Gorilla Glass. The tablet can also be custom-configured with several connectivity options to ensure workers maintain data accessibility no matter where they're working or the intensity of on-the-job demands.

For more information, visit www.xploretech.com/xslater12.

Interoperability solution

Catalyst Communications Technologies, Inc., announces the IntelliLink Gateway. This new interoperability solution links multiple talk groups or channels between two or more different land mobile radio systems including DMR, Project 25, LTR, SmartNet, EDACS, LTE, analog conventional, and others. Patches between the radio systems (whether wireline interfaces to DMR and P25 or with donor radios to legacy systems) are implemented between specific networks and do not rely on the configuration and monitoring tool to remain connected once the patch is established. This methodology eliminates the "single point of failure." Donor radios for the legacy system and the interfaces for the DMR or P25 systems can be tuned to establish interoperability with any talk group programmed into those particular donor radios or available in the DMR/P25 system. It does not require the use of a Catalyst Dispatch Console and can be used by agencies that either do not need a console or already have a console from another manufacturer.

For more information, visit www.catcomtec.com.

Workforce management software application

Orion Communications, Inc., a leader in public safety workforce management software, offers added vacation bidding to its AgencyWeb IWM software. This application is an ideal complement to the software's core scheduling, leave management, and shift bidding capabilities. Employees can be notified of the opportunity to participate in vacation bidding during agency-defined time periods. Bidding can be offered agency-wide or restricted to specific job types or organizational groups. Limits can be set on the number of personnel for each shift that can be given vacation time so that staffing levels do not fall below minimums. Agencies may choose to assign authorized personnel to process bid approvals. If automation is preferred, defined criteria can be used to determine and finalize vacation date awards. Once an award period has concluded, all awarded vacation hours are automatically deducted from employee leave balances. Awarded dates are posted on shift rosters, employee calendars, and in employees' leave records.

For more information, visit www.orioncom.com.

Handheld misdemeanor warrant payment device

TECSIQ, a technology development company dedicated to creating efficient processes, announces the launch of its first product solution, WarrantPayIQ: a handheld device and software application that allows individuals to clear their outstanding Class C misdemeanor capias pro fine warrants during routine traffic violation stops. The automated, integrated solution assists warrant-carrying citizens in avoiding unnecessary arrests. This technology gives officers the option to allow citizens with a Class C misdemeanor capias pro fine warrant to pay and clear their warrants, saving time and resources of the officers, agencies, and jurisdictions. It enables citizens to come into compliance with their warrants and avoid the inconvenience of being arrested and their vehicles towed.

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



Join us

Honoring the IACP/Target
Police Officer of the Year



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

Corporate sponsorships and tickets are now available at www.theIACP.org/Foundation

Nominations are now being accepted for the 2017 IACP/Target Police Officer of the Year Award, which will be announced at the 11th Annual IACP Foundation Gala.

The IACP Foundation is a not for profit 501(c)(3) organization established to solicit, receive, administer, and expend funds for law enforcement related charitable and educational purposes. Donations may be tax deductible, please check with your persona tax advisor. Federal Tax ID # 54-1576762.

HERO SPONSOR:



CHAMPION SPONSORS:



AXON



MOTOROLA



PATRON SPONSOR:

OnStar

For more information contact:

Diana Wisler Beckmann
800.843.4227, x213 or
Beckmann@theIACP.org



Command truck

Summit Bodyworks is making an impact in the mobile command world with their Multi-Purpose Command Truck (MPCT). Bigger isn't always better, and with a smaller footprint, the MPCT is like adding a multi-purpose tool to your duty bag. It offers flexibility and adaptability. Just as incidents can be ever evolving, the MPCT can transform from a mobile command post to a hostage negotiation center—complete with an on-scene isolated interview room, as well as providing transportation to the scene. Be on scene and up and running within minutes of arrival with onboard power generation. Built on a Freightliner chassis, the truck will provide many years of service life and ease of maintenance with parts available across the United States. The MPCT provides over 170 square feet of ample work area on a 30-foot platform, while allowing ease of maneuverability into areas that larger vehicles would have difficulty.

For more information, visit www.summitbodyworks.com.

Laser scanner

FARO announces the FARO Focus 70 Laser Scanner for Public Safety—Forensics professionals. This newest addition to the Focus Laser Scanner family has the accuracy and features required to capture forensic scenes at an extremely affordable price. The FARO Focus 70, combined with FARO SCENE software, is the first, professional-grade laser scanner solution to be offered for under \$25,000. This combination of high-performance features and affordability make it the ideal 3D measurement tool for police departments and private forensic firms of all sizes. It digitally preserves indoor and outdoor scenes for forensic investigations, pre-incident planning, and security planning. Investigators can use it to quickly and accurately measure nearly 500,000 data points per second, up to 229 feet (70 meters) away, with +/- 3 mm accuracy.

For more information, visit www.publicsafety.faro.com/Focus-M70.html.

Mobile intelligence and analytics solution

NetMotion Software, a leading provider of mobile performance management (MPM) software solutions, offers Diagnostics 4.0, the world's first mobile intelligence and analytics solution that captures robust network and security data across any wireless network. This solution gives IT organizations key security and operational data—from public and private networks, Wi-Fi and carrier, inside and outside the firewall—to plan for, deploy, and manage their mobile employees. Diagnostics collects real-time, location-based data from mobile devices enabling in-field support and troubleshooting. It allows decision makers in security, IT, and other roles to leverage live data about the security and productivity of a mobile organization. This empirical data gives IT staff a clear view of every employee's mobile experience, including optimization level, security risks, utilization rates, and more.

For more information, visit www.netmotionsoftware.com/solutions/mobile-diagnostics-software.

IP cameras

Vicon Industries, Inc., introduces an extensive new line of H.265 megapixel IP cameras. The cameras all offer H.265 video encoding, also called HEVC (high-efficiency video coding), that delivers compression ratios from 40 percent to 50 percent lower than H.264 encoding, while delivering the same visual quality. Use of H.265 cameras can dramatically decrease the cost of overall video management system operation: they require significantly less bandwidth for video transmission and decreased storage requirements. The new line of H.265 cameras includes a selection of domes, mini-bullets, bullets, and "eye-ball" cameras, in resolutions ranging from 2 to 6 megapixels and a choice of fixed or varifocal lenses. While specifications vary by camera, all offer exceptional image clarity due to wide dynamic range, digital noise reduction, and IR illumination for visibility in low lighting conditions. They are ONVIF compliant, offer full frame-rate recording, and multi-streaming.

For more information, visit www.vicon-security.com.

Interested in the newest technologies, tools, and advances in law enforcement?

IACP's Annual Conference and Exposition (Philadelphia, PA) in October 2017 will feature an exposition with more than 650 exhibitors! Visit **www.theIACPconference.org** to learn more.

IACP

COLLECTION



Your online source for
OFFICIAL
IACP Products



Please visit the online
marketplace at:
<http://shop.fullpond.com/iACP/>



For questions or help, please
contact: Andrea Brown
800-678-0014, x 103
abrown@robertsonmarketing.com



Order Branded Merchandise at the **IACP**
MARKETPLACE

ROBERTSONMARKETING



Participate *in the* **PRESIDENT'S MEMBERSHIP DRIVE! 2017**

President's Drive runs February 1 – June 30, 2017

THE PRESIDENT'S DRIVE is a perfect time to sponsor new members and be rewarded for your efforts.

You know the value of IACP membership. Share the benefits of IACP with others by sponsoring them as new members.

Membership in the IACP is open to EVERYONE involved in law enforcement – both sworn and civilian.

Members who sponsors at least one new member will receive an official IACP gift*.

Sponsor 4 new members and receive a free registration to the 2017 IACP Annual Conference and Exposition, October 21-24, 2017, in Philadelphia, Pennsylvania, USA. (a \$350 value!)

2017 President's Membership Drive Rules and Information:

1. The new members you sponsor must use the 2017 President's Membership Drive application to qualify for prizes. Photocopies are acceptable.
2. Applications must be received at IACP Headquarters by the close of business **June 30, 2017**.
3. Renewing members do not qualify for this drive.
4. Prizes are non-transferable.
5. Members will be sent/notified of all prizes and incentives following the conclusion of the drive.
6. *The first 250 members to sponsor a new member in the drive will receive the official IACP gift. The item sent will be at the discretion of the IACP.



Donald W. De Lucca
IACP President

“Our people are a product of our leadership. One of our roles as law enforcement leaders is to support and encourage the growth and upward movement of those in our agencies so they will develop into the leaders of tomorrow. Provide that support today by sponsoring them for IACP membership.”



CONNECT



PARTICIPATE



LEARN



ADVOCATE



SUCCEED



IACP President's Membership Drive Application

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

DO NOT USE

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: _____

Amount to be charged _____ (U.S. dollars only – Membership includes subscription to *Police Chief* magazine valued at \$30.)

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

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

Cardholder's Name: _____

Card #: _____ Exp. Date: ____/____

Cardholder's Billing Address: _____

Signature: _____

All memberships expire December 31 of each calendar year. Applications received after 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

☐ 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
University name: _____

Optional Section Memberships:

☐ 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 of Police No Charge

☐ Smaller Department Section \$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

Beyond Cost Savings: Online Community Reporting Tools Forge Stronger Community Bonds

By Randy Burkhammer, Director, and Roy Marler, General Manager and Vice President, Coplogic Solutions, LexisNexis Risk Solutions



Research shows that one of the best ways to improve the bonds between law enforcement agencies and the community members they serve is to foster more community involvement in crime reduction efforts. A 2015 survey of more than 2,000 adults found that community policing efforts enjoy particularly strong support, and a majority of residents are open to working with police. It also found that most residents would welcome greater use of digital communication tools by law enforcement to improve community participation.¹

This interest by community members is a big reason why law enforcement agencies from Syracuse, New York, to Salt Lake City, Utah, are turning to online interfaces that allow community members to report nonemergency incidents.² A new generation of community self-reporting software enables police departments to more efficiently prioritize where officers direct their attention so that they provide the best service.

In turn, residents' satisfaction with law enforcement can improve because the time officers previously spent reporting minor incidents can now be deployed toward enhancing the safety and security of that community.

Community self-reporting technologies, sometimes referred to as desk officer reporting systems or citizen and community incident reporting programs, address the chronic challenge of officers having to spend valuable time investigating and completing crime reports for what are considered to be nonemergency issues. Taking low severity, minor incident reports directly from community members saves important law enforcement time and resources. Dozens of incident types can be filed by various community members and then automatically imported into a law enforcement agency's records management system (RMS).

Force Multiplier Effect

One of the biggest benefits of community self-reporting systems is the ability for an agency to reallocate valuable officer resources toward more important crime-fighting tasks and other public safety issues that matter most to the community. In many districts without online reporting, there is no way for anyone, from small shop owners to managers of big box retail stores, to report petty theft of stolen merchandise unless they call an officer onto the scene. Now, combine those incidents with other nonemergency events like minor motor vehicle accidents, vandalism, bullying, harassing phone calls, or identity theft, and it's easy to see how a police force's resources can be stretched thin.

Community self-reporting technologies can help by giving law enforcement agencies a community-facing application that can take up to 30 percent of their overall reports online.³ As these self-reports make their way through the processing system, 9-1-1 dispatchers and deployed officers are no longer forced to choose between helping someone in need or helping the next person in line waiting for a hard copy record.

Consider Detroit, Michigan, for example. The city's police force was able to optimize its resources while drastically reducing urgent emergency incident response times by reclassifying what reports should be considered high priority, as well as by opening up jobs in payroll, fleet maintenance, and dispatch to civilians so that more officers could be deployed in their communities. The reallocation of resources helped improve goodwill with residents.⁴

Time Savings

Individuals within the community also save time with the technology. It eliminates the need to wait for officers to arrive at the scene of a minor incident to investigate and write and submit their reports, usually at the end of a shift or many hours later. Instead, reports from residents, schools, and businesses can be filed immediately through a simple web-based portal from any computer or mobile device 24/7, 365 days of the year.

The online incident or accident report is reviewed by the department's personnel who can reject it, ask for clarification, or approve the report, instantly integrating it into the department's RMS to initiate faster action. It also gives community members the ability to immediately print out a copy of the report for their insurance company, if needed, rather than waiting on the police department to provide it.

Most importantly, it greatly helps reduce officer response times for high-priority calls because fewer officers are tied up doing paperwork and responding to low-priority calls.

Cost Savings

Budget pressure has created the need for law enforcement agencies to provide the highest level of service with fewer resources. Community self-reporting systems have also been proven to yield must-needed cost savings in this belt-tightening environment.

For example, more than 400 law enforcement agencies received over 875,000 incident reports filed by community members across North America in 2016 using the LexisNexis Desk Officer Reporting System. By offloading minor incident reports to the online automated system, the agencies collectively saved more than \$43.7 million along with approximately 875,000 work hours.⁵

This is possible because systems like these can collect more than 40 different types of incident reports and forms directly from community members, including minor vehicle accident reports from involved parties, shoplifting reports from security guards, and bullying reports from school administrators.

Addressing and processing these forms manually used to consume significant amounts of officers' time. Now, when a fender bender occurs on a city street, community members can file minor and noninjury motor vehicle accident reports online from the smartphones at the scene. Reports can include a list of those involved, their role, and a narrative describing what happened along with uploaded images of the damage and insurance documents.

Retail loss prevention is another area where the technology has already made a positive impact. Police departments can give shop owners and store security guards special reporting privileges with which they can file reports involving suspects in custody. This frees up officers to only transport the suspects and issue a supplement to the report.

The Stockton, California, Police Department worked with loss prevention teams at the larger retailers in the city to implement a solution for streamlining the shoplifting reporting process. The loss prevention teams can now process suspects online in a timely manner and release them in instances where bringing in an officer is not required.⁶

The systems can also be expanded to other special businesses like pawn shops, who can file pawn slips directly online, and tow companies, who can file their own information on illegally parked and other vehicles they had to tow.

In the case of burglaries, police can save time and money on data entry in the field by enabling community members to submit property lists at a later time, when they are less stressed and have taken an inventory of missing goods. Officers can still respond to the scene, calm the victims, and collect information and evidence as usual.

Implementing the technology does not change or disrupt standard reporting processes within the department. All the usual case management, crime analysis, and Uniform Crime Reports (UCR) and National Incident-Based Reporting System (NIBRS) reporting can be done without having to modify current procedures. All community member-filed reports are imported into the RMS with appropriate UCR- and NIBRS-compliant coding.

Nor does it require significant disruption and investment in IT resources. Most community self-reporting systems are cloud-based, making them quickly deployable without any need for additional infrastructure. The technology also improves the accuracy of the information collected. Manual reporting is inefficient and often wrought in data entry errors, inconsistencies, and weak analysis because (1) officers, like all humans, sometimes make mistakes inputting data, and (2) officers can be imperfect filters or interpreters of the information provided to them. Enabling community members to directly report their stories eliminates mistakes and improves information quality tremendously. In the case of the Stockton Police Department deployment, the County District Attorney's Office saw an immediate improvement in the shoplifting reports coming from retailers that implemented the technology because the firsthand account of the incident was more precise.⁷

Final Thoughts

Anything that helps to create an increased sense of safety, security, and engagement with police will ultimately forge stronger bonds with the community. Most officers would agree that time spent reporting minor incidents is time that could be better spent strengthening those community bonds.

Through online community reporting, law enforcement agencies can free up officers who would otherwise be buried under paperwork and redeploy them to the streets. Community members can still guarantee that their nonemergency incidents and crime tips are processed by law enforcement agencies, 24 hours a day, 7 days a week, while taking advantage of the safety offered by increased officer presence in and around their communities. ♦

Notes:

¹Accenture, "Majority of U.S. Citizens Feel Safe in Their Neighborhoods but Want Police to Increase Community Collaboration and Their Use of Digital Communication Tools," news release, April 23, 2015, <https://newsroom.accenture.com/news/majority-of-us-citizens-feel-safe-in-their-neighborhoods-but-want-police-to-increase-community-collaboration-and-their-use-of-digital-communication-tools.htm>.

²Syracuse Police Department, "Citizens' Online Reporting System," <http://www.syracusepolice.org/eServe/start-report.html>; Salt Lake City Police Department, "Online Police Reporting," <http://www.slcpd.com/resources/online-report>.

³LexisNexis Risk Solutions, internal analysis of over 400 agencies, based on typical agency experience.

⁴Mike Wilkinson, "Tracking Progress in Detroit Police Response Times A Fool's Errand," *Bridge Magazine*, November 10, 2015, <http://www.bridgemi.com/detroit-bankruptcy-and-beyond/tracking-progress-detroit-police-response-times-fools-errand>.

⁵LexisNexis Risk Solutions, internal analysis of over 400 agencies. Dollars saved based on \$50 average cost per dispatched call, based on stat reports from agencies. Work hours based on a conservative estimate of one hour per report filed; report times vary by type of report. Agencies using the solution, in general, advise the solution has saved them anywhere from 30 minutes to over 3 hours per report.

⁶Blair J. Ulring, "On-line Arrest Reporting System for Shoplifting," California Commission on Peace Officer Standards and Training, October 23, 2006, <http://lib.post.ca.gov/lib-documents/cc/40-Ulring1.pdf>.

⁷Detective Raquel Betti, "Using Technology to Enhance the Relationship between Loss Prevention and Local Law Enforcement," *Loss Prevention Magazine* (September-October 2015), http://images.solutions.lexisnexis.com/Web/LexisNexis/%7B8e1a8f35-c4ab-43f7-a815-f09ea38a844b%7D_16140_R1_My_Turn_0915_Reprint.pdf.

YOU SAVE. YOU SUPPORT.

It's time to take advantage of your membership.

Every purchase you make with your **IACPreferred** member benefits supports IACP and its programs.

YOUR MEMBERSHIP COUNTS
www.theiacp.org/Welcome-to-IACPreferred



Current Issues in Drug-Impaired Driving

By Matthew W. Myers, MPA,
Lieutenant, Peachtree City, Georgia,
Police Department

The 2013-2014 National Roadside Study of Alcohol and Drug Use by Drivers revealed an encouraging trend of declining alcohol use by drivers.¹ The data collected by this study, along with the overall decline in alcohol-related fatalities documented by the National Highway Traffic Safety Administration (NHTSA) Fatality Analysis Reporting System, demonstrate promising evidence that “drunk driving” education and enforcement initiatives are creating positive change.² While it is encouraging that the survey found only 8.3 percent of drivers were positive for alcohol, law enforcement should take note that researchers found over 20 percent of weekend nighttime drivers tested positive for at least one drug other than alcohol—an increase from the 16.3 percent in 2007. These drugs included, among others, cannabis, sedatives, narcotics, stimulants, and antidepressants. As can be expected from recent legislative changes in many U.S. states, the drug with the sharpest increase in use was cannabis. Weekend nighttime drivers who tested positive for the drug leapt from 8.6 percent in 2007 to 12.6 percent in the 2013–2014 study.³

The number of drug-impaired driver evaluations reported by Drug Recognition Experts (DREs) also reflects this concerning trend. From 2009 to 2015, the number of formal drug influence evaluations reported by Drug Evaluation and Classification (DEC) Program state coordinators rose from 24,059 to 28,542, an almost 19 percent increase, while the number of DREs rose by only 6 percent during that time. Cannabis was the most frequently identified drug category in 2015, being identified in 10,880 DRE evaluations nationally—a 25 percent increase from 2012.⁴

These data demonstrate an enormous and increasing need for law enforcement to expand efforts to combat drug-impaired driving. Recent trends in cannabis legislation suggest that the need for vigilance in cannabis-impaired driving, in particular, will continue to increase in coming years.

Law Enforcement Countermeasures: Officer Training

Law enforcement managers should consider officer education the most fundamental step in effectively combating drug-impaired driving.

NHTSA, in cooperation with the International Association of Chiefs of Police (IACP), maintains a series of progressive curriculum packages to build officer expertise on alcohol and drug impairment. The pinnacle of these programs is DRE training.

Use of DREs is a vital component of any law enforcement response to drug-impaired driving. Simply put, a DRE is trained to make a three-point determination about suspected impaired drivers.

1. Is the driver impaired?
2. If the driver is impaired, is the impairment due to drugs or a medical condition?
3. If the impairment is drug induced, what category or categories of drugs are causing the impairment?

Law enforcement managers must understand that the value of DREs extends well beyond arrests the certified officers personally make. DREs supplement and bolster the arrests of other officers, provide expert testimony on cases made by other officers, and serve as community resources in a variety of contexts. Despite their great value, DREs compose only a small percentage of law enforcement officers.

According to the IACP, which manages the credentialing process for DREs, approximately 8,000 DREs were spread across 3,681 different agencies in the United States on December 31, 2016. The program is also represented in Canada, the United Kingdom, China, and Germany.⁵

These data demonstrate an enormous and increasing need for law enforcement to expand efforts to combat drug-impaired driving.

To aid in bridging the training gap between DUI Detection & Standardized Field Sobriety Testing courses and DRE training, NHTSA and IACP developed Advanced Roadside Impaired Driving Enforcement (ARIDE). ARIDE solidifies students’ proficiency in standardized field sobriety tests, trains them to administer additional examinations, and familiarizes candidates with foundational concepts in identifying drivers

under the influence of drugs other than alcohol. The standard ARIDE course is a 16-hour class available in all 50 states.⁶

For more information about ARIDE and DRE training, as well as assistance contacting a DRE state coordinator, visit www.decip.org.

Law Enforcement Countermeasures: Chemical Testing Solutions

Even when well-trained officers develop a strong body of evidence against an impaired driver using standardized sobriety testing, the lack of chemical testing can be a serious challenge to obtaining convictions in court.

Several states in the United States have statutes allowing police officers to obtain search warrants for blood in the case of an impaired driver that refuses the state chemical test. The Arizona Department of Public Safety (AZDPS) was one of the first law enforcement agencies to implement large-scale use of search warrants and “no refusal” programs on impaired driving cases, and their approach can be considered a model for other agencies interested in aggressively combating this issue. AZDPS troopers apply for search warrants electronically when a driver refuses chemical testing, and are able to collect the driver’s blood with little delay.

With the frequent use of search warrants for blood in their agency, AZDPS has also implemented a law enforcement phlebotomy (blood-drawing) program to reduce complications and delays involved with using a third-party for sample collection. The ability to eliminate wait times at hospitals or other medical facilities is of particular importance with drivers who are under the influence of cannabis: research shows that THC blood concentration decreases an average of 73.5 percent in the first 30 minutes and 90.3 percent in the first 1.4 hours after smoking.⁷ For more information on other considerations in law enforcement phlebotomy programs and how to go about establishing a similar program in other states, contact the Arizona Law Enforcement Phlebotomy Program Coordinator via the Arizona Governor’s Office of Highway Safety.

Challenges and Recommendations: Chemical Testing Policy & Practice

The observations and clearly articulated opinions of a well-trained officer should serve as the foundation for any impaired driving case, but chemical testing provides a useful—and sometimes crucial—means to support the officer’s findings of impairment.

The observations and clearly articulated opinions of a well-trained officer should serve as the foundation for any impaired driving case, but chemical testing provides a useful—and sometimes crucial—means to support the officer's findings of impairment.

Even when a biological sample is collected by law enforcement for analysis, the content and scope of testing may still vary significantly between states. For example, some U.S. state statutes allow law enforcement to collect only urine for chemical testing purposes. This restricts the usefulness of the test in proving impairment, since urine shows historical use of a drug and cannot be easily correlated to a level in the blood. A more common point of variance between states is the scope of drugs tested for and the minimum levels at which their labs can confirm and quantify the presence of a drug. Even with the longstanding record of cannabis as the most abused illicit drug in the United States, some labs still do not test and confirm the presence of THC in blood—testing, instead, for only an inactive metabolite.⁸ Others may confirm THC, but only at levels notably higher than those at which some people might be impaired. Similar issues extend to other drugs, both licit and illicit. In 2016, IACP joined the National Safety Council's Alcohol, Drugs, and Impairment Division (NSC ADID) in supporting recommendations set forth in "Recommendations for Toxicological Investigation of Drug-Impaired Driving and Motor Vehicle Fatalities," which provides recommendations for confirmation levels and scope of testing for forensic toxicology laboratories.⁹ The IACP's resolution encourages law enforcement to work in partnership with their toxicology labs to support implementation of the recommended standards.¹⁰ This resolution, and others, can be reviewed at www.theIACP.org/Resolutions.

With the expansion of medical and recreational cannabis decriminalization laws across the United States, several states have current or pending legislation that sets a *per se* threshold (other than zero) for THC in the blood. While the intent of such laws is typically to create a presumption of impairment over a certain level, the practical implication of such laws is often that attorneys and jurors erroneously presume drivers who are under that limit are not impaired. A recent study published in *Clinical Chemistry* examined how the rapid decrease in blood THC level after inhalation affects drugged driving policy and interpretation of forensic blood samples. The authors concluded that "Forensic blood THC concentrations may be lower than common *per se* cutoffs, despite greatly exceeding them while driving." With average sample collection times between 1.5 and 4 hours after driving ended, results below the common *per se* levels—or even below the level at which some laboratories confirm a positive result for THC—could compromise the ability to convict impaired drivers and create poor perceptions of law enforcement's capability to enforce impaired driving laws.¹¹

Public Education

NHTSA's FARS indicates a reduction of over 50 percent in the number of traffic deaths attributable to alcohol-impaired driving between 1982 and 2014.¹² While law enforcement efforts to deter impaired driving and apprehend violators have been important contributors to this decline, so too have public education campaigns implemented by state and federal government agencies, as well as campaigns by private entities such as Mothers Against Drunk Driving (MADD). Similar efforts on the topic of drug-impaired driving, particularly cannabis-impaired driving, may be warranted as legislative and social trends continue to facilitate increasing numbers of people likely to operate a vehicle while impaired by drugs. Jurisdictions newly facing the issue of increased cannabis-impaired driving can look to states like Colorado that have spent years developing programs

specifically targeting that problem. The Colorado Department of Transportation (CDOT) has launched campaigns like Drive High, Get a DUI," staged clever public demonstrations to draw the attention of the general public and recreational marijuana users, installed video games with sober driving messages at dispensaries to engage marijuana users at the point of sale, and even partnered with ride-sharing services to increase awareness of safe ride alternatives. Countermeasures like these hold great promise in minimizing traffic fatalities related to drug-impaired driving. ♦

Notes:

¹Am Berning, Richard Compton, and Kathryn Wochinger, "Results of the 2013–2014 National Roadside Study of Alcohol and Drug Use by Drivers," *Traffic Safety Facts*, February 2015, https://www.nhtsa.gov/sites/nhtsa.dot.gov/files/812118-roadside_survey_2014.pdf.

²NHTSA, "Alcohol-Impaired Driving," *Traffic Safety Facts: 2015 Data*, December 2016, <https://crashstats.nhtsa.dot.gov/Api/Public/ViewPublication/812350>.

³Berning, Compton, and Wochinger, "Results of the 2013–2014 National Roadside Study."

⁴Drug Recognition Expert Section, *The 2009 Annual Report* (Alexandria, VA: International Association of Chiefs of Police, 2010), <https://www.codot.gov/library/AnnualReports/2009%20IACP%20DRE%20Annual%20Report.pdf>; Drug Recognition Expert Section, *The 2015 Annual Report of the IACP Drug Evaluation & Classification Program* (Alexandria, VA: International Association of Chiefs of Police, 2017), http://www.iacp.org/Portals/0/documents/DRE/203203_IACP_2015_DEC_Annual_Report_FINAL.pdf.

⁵The International Drug Evaluation and Classification (DEC) Program, "States and Countries with DREs," <http://www.decp.org/drug-recognition-experts-dre/states-and-countries-with-dres>.

⁶IACP, "The International Drug Evaluation & Classification Program," <http://www.decp.org/training>.

⁷Lynn Hartman et al., "Effect of Blood Collection Time on Measured 9-Tetrahydrocannabinol Concentrations: Implications for Driving Interpretation and Drug Policy," *Clinical Chemistry* 62, no. 2 (2016): 367–377.

⁸Sarra L. Hedden et al., *Behavioral Health Trends in the United States: Results from the 2014 National Survey on Drug Use and Health, Substance Abuse and Mental Health Services Administration*, 2015, <https://www.samhsa.gov/data/sites/default/files/NSDUH-FRR1-2014/NSDUH-FRR1-2014.pdf>; Barry K. Logan et al., "Recommendations for Toxicological Investigation of Drug-Impaired Driving and Motor Vehicle Fatalities," *Journal of Analytical Toxicology* 37, no. 8 (October 2013): 552–558.

⁹Logan et al., "Recommendations for Toxicological Investigation of Drug-Impaired Driving and Motor Vehicle Fatalities."

¹⁰DRE Technical Advisory Panel, "Drug-Impaired Driving Laboratory Toxicology Testing Recommendation," IACP Resolution adopted November 2016, <http://www.theiacp.org/ViewResult?SearchID=2698>.

¹¹Hartman et al., "Effect of Blood Collection Time on Measured 9-Tetrahydrocannabinol Concentrations."

¹²NHTSA, Fatality Analysis Reporting System (FARS), <https://www.nhtsa.gov/research-data/fatality-analysis-reporting-system-fars>.

CONTRIBUTORS

Chuck Hayes, DECP Project Manager, International Association of Chiefs of Police

Tim Mason, Captain, Arizona Department of Public Safety

Ron Kessler, Lieutenant, Washington State Patrol

Rob Sharpe, Lieutenant, Washington State Patrol

Glen Beck, Highway Safety Program Manager, Colorado Department of Transportation

Amy Miles, Forensic Toxicology Section Director, Wisconsin State Laboratory of Hygiene

The Annual Training Conference on Drugs, Alcohol, and Impaired Driving

By Chuck Hayes, Project Manager, Programs, IACP



For 22 years, the International Association of Chiefs of Police (IACP) has partnered with the National Highway Traffic Safety Administration (NHTSA) and various state highway safety offices to provide one of the premier impaired driving training conferences in the world. The first IACP Annual Training Conference on Drugs, Alcohol, and Impaired Driving, held in Phoenix, Arizona, in 1993, attracted approximately 300 attendees. Last year's conference, which was held in Denver, Colorado, attracted more than 1,000 attendees.

Hosted by the IACP Drug Recognition Expert (DRE) Section, the annual conference provides certified drug recognition experts, physicians, toxicologists, prosecutors, and other traffic safety professionals with a forum in which to share information, best practices, and lessons learned in impaired driving enforcement and drug recognition settings. Though the technology and practices are constantly evolving, the conference provides consistent training, professional development, and an international forum for DREs and other highway safety professionals on a broad array of new and emerging impaired driving issues.

The 2017 annual conference will be held August 12–14 at the Gaylord National Resort and Conference Center in National Harbor, Maryland. The annual DRE State Coordinators meeting will take place the day prior to the conference (August 11). The 2017 conference will feature a mix of plenary sessions and concurrent workshops designed to keep attendees up to date and informed on the latest practices and the science of alcohol

and drug impairment. Topics will include the traffic safety implications of marijuana combined with alcohol and the combination's effects on driving, the danger of fentanyl impairment, the use of oral fluid testing for driving under the influence of drugs (DUID), DRE report writing, expert courtroom testimony, pre-arrest diversion of offenders into treatment, and other relevant topics. In addition, the conference includes the following:

Premier training opportunities. Whether a drug recognition expert, highway safety advocate, law enforcement officer, prosecutor, toxicologist, or private or nonprofit highway safety program provider, each attendee will be provided with exceptional informative training.

Affordable rates. Government-rate lodging and a budget-friendly registration fee are available, making the conference one of the most affordable international training events.

Hot topics. With drugged driving now a major highway safety and public health issue, the conference will focus on many of the "hot topic" impairment-causing drugs, their impact on public health and driving, and evidence-based programs being utilized by law enforcement agencies to combat the use of these drugs.

Knowledgeable speakers. General sessions and workshops feature knowledgeable presenters who are subject matter experts in the areas of drugged driving, drug toxicology, and the prosecution of challenging impaired-driving cases.

Networking opportunities. Opportunities through conference workshops and other activities will be available for formal and informal networking with peers and experts in the field.

State-of-the-art technology. Numerous companies, organizations, and government agencies will exhibit the latest impaired-driving detection products, programs, and publications.

Professional development. Learning about new evidence-based strategies will help improve attendees' productivity and allow the sharing of important information on impaired driving with colleagues in their agencies.

Return on investment. Attendees can expect to return from the conference with new ideas, information about best practices, and resources that can be used right away.

DRE recertification. For DREs, the conference will fulfill the required eight hours of recertification training and provide updated and relevant information that will benefit their agencies, fellow DREs, and their communities.

Another important activity that occurs each year at the Annual Training Conference on Drugs, Alcohol, and Impaired Driving is the recognition of individuals who have made notable contributions to the Drug Evaluation and Classification (DEC) Program.

Though the technology and practices are constantly evolving, the conference provides consistent training, professional development, and an international forum for DREs and other highway safety professionals on a broad array of new and emerging impaired driving issues.

Always mention the
Police Chief when
contacting advertisers.

FREE INFORMATION with QUICK ACCESS

Receive FREE information FAST from companies featured in this issue of the *Police Chief*

Online Edition

Find the edition at **www.policechiefmagazine.org** and choose Index to Advertisers under Columns. Click the company's URL to navigate to its website.

Print Edition

While reading the print edition, type the company's website address found on the Index to Advertisers page or directly from the advertisement.

Call the company, since phone numbers are found on the Index to Advertisers page and in their advertisements.

The
PoliceChief

SUBSCRIPTION/ADDRESS CHANGE

ONLINE www.PoliceChiefMagazine.org/subscribe
FAX Joycelyn Newell 703-836-5386
MAIL Police Chief, 44 Canal Center Plaza, Suite 200
Alexandria, VA 22314

Name _____

ID Number (on label) _____

Title _____

Department/Agency _____

Phone (_____) _____

☐ Yes, sign me up for the IACP e-mail newsletter

Email: _____

☐ Address change (ID number required) _____

☐ Renewal (ID number required) _____

☐ New subscription

1-year subscription \$30.00

2-year subscription \$47.00

3-year subscription \$63.75 ▶ Best Value!

This section must be completed to process your order:

Agency/Affiliation

- ☐ Municipal/county police
- ☐ Sheriff's dept.
- ☐ State agency
- ☐ Federal agency
- ☐ Campus police
- ☐ Military
- ☐ Police academy
- ☐ Security
- ☐ Univ./college library
- ☐ Other

Rank/Occupation

- ☐ Chief executive
- ☐ Sheriff
- ☐ Command staff
- ☐ Supervisory personnel
- ☐ Line officer
- ☐ Police civilian
- ☐ Crim. justice professor
- ☐ Police equipment dealer/distributor/manufacturer
- ☐ Other

Population of Jurisdiction

- ☐ Under 2,500
- ☐ 2,500 - 9,999
- ☐ 10,000 - 49,999
- ☐ 50,000 - 99,999
- ☐ 100,000+

DELIVER MAGAZINE TO: ☐ Home ☐ Business

Street address (include apt. no.) _____

City _____

State _____ Zip _____

Fax (_____) _____

PAYMENT MUST ACCOMPANY ORDER

☐ Purchase order enclosed

☐ Check/money order enclosed (make payable to IACP/Police Chief Subscriptions)
U.S. dollars, drawn on U.S. banks only and mail full payment (no cash) with completed form to: Subscription Department, IACP, P.O. Box 62564, Baltimore, MD 21264.

Charge my: ☐ Visa ☐ MasterCard ☐ Discover ☐ American Express

Cardholder's name _____

Address _____

City _____

State _____ Zip _____

Phone _____

Card number _____

Exp. date _____

Signature _____

DRE Emeritus: Available only to formerly certified DREs who have served the purposes of the DEC Program honorably and with the highest integrity and who are no longer eligible for or capable of maintaining DRE certification (e.g., retirees from law enforcement or individuals promoted to an executive position).

DRE Ambassador: Available to an individual who has contributed significantly to the DEC Program, but is not and has not been a certified DRE.

Karen Tarney-Bookstaff DRE of the Year: Presented annually by the IACP DRE Section to a certified DRE who demonstrated outstanding contributions to the DEC Program for the previous calendar year.

Granted only by the IACP DRE Section, a DRE Emeritus, DRE Ambassador, or DRE of the Year status is an affirmative acknowledgement of the individual's contributions to the IACP DEC Program and the DRE community.

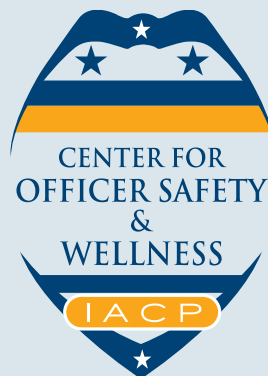
Information regarding these three recognition categories can be accessed at the IACP DRE Section webpage: www.theIACP.org/Drug-Recognition-Expert-Section.

IACP's Drug Recognition Expert Section

In 1992, the IACP governing body approved the creation of the IACP DRE Section. The primary purposes of the section are to serve as a coordinating body among the various DRE associations or chapters within states, to serve as a resource, and to respond to the views and needs of the membership. Drug recognition continues to be an excellent tool in identifying and prosecuting drug-impaired drivers. Professional interest in the DEC Program and procedures has grown from impaired-driving enforcement to include workplace drug impairment evaluation, juvenile justice, corrections, and other fields.

The IACP DRE Section provides a unique opportunity for those professionals already associated with drug recognition to share common management, training, administrative, and practicing concerns. Recertification training ideas, continuing and advanced education, creative teaching techniques for instructors, certification problems and solutions, and the development and sharing of databases are some of the issues considered by the IACP DRE Section. The section provides DREs, the practitioners of drug influence recognition, and program coordinators with an ongoing forum for a discussion of needs and concerns through membership in the section. As with all IACP sections, individuals must be members of the association in order to join the DRE Section. ♦

To learn more about joining the IACP DRE Section, visit the IACP DRE Section page at www.theIACP.org/drug-recognition-expert-section. To learn more about or to register for the IACP Annual Conference on Drugs, Alcohol, and Impaired Driving, visit the DRE conference webpage at www.theIACP.org/dreconference.



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.

Master Sergeant Carl T. Cosper

Barry County Sheriff's Office,
Missouri
Date of Death: April 7, 2017
Length of Service: 10 years

Deputy Sheriff Levi Pettway

Lowndes County Sheriff's Office,
Alabama
Date of Death: April 10, 2017
Length of Service: 12 years

Trooper Anthony J. Borostowski

Wisconsin State Patrol
Date of Death: April 11, 2017
Length of Service: 3 years
(with agency)

Master Police Officer Jason G. Harris

Spartanburg Police Department,
South Carolina
Date of Death: April 13, 2017
Length of Service: 12 years

Deputy Sheriff David Wade

Logan County Sheriff's Office,
Oklahoma
Date of Death: April 18, 2017

Agent Benjamín De los Santos-Barbosa

Puerto Rico Police Department
Date of Death: April 19, 2017
Length of Service: 5 years, 6 months

Corporal Stephen J. Ballard

Delaware State Police
Date of Death: April 26, 2017
Length of Service: 8 years, 6 months

Sergeant Megan Lee Callahan

North Carolina Department of Public
Safety – Division of Prisons
Date of Death: April 26, 2017
Length of Service: 5 years

Deputy Sheriff Justin L. Beard

Ouachita Parish Sheriff's Office,
Louisiana
Date of Death: April 30, 2017
Length of Service: 3 years, 6 months

Deputy Sheriff Mark Burbridge

Pottawattamie County Sheriff's
Office, Iowa
Date of Death: May 1, 2017
Length of Service: 12 years

Deputy Sheriff Jimmy Tennyson

Maury County Sheriff's Department,
Tennessee
Date of Death: May 6, 2017
Length of Service: 30 years

Police Officer Jonathan Ginka

Norton Shores Police Department,
Michigan
Date of Death: May 10, 2017
Length of Service: 10 years

BUILD TRUST

WITH BETTER OUTCOMES

Increase the trust of your force, community, and administration.

IACP NetSM makes it easy to be more productive, build trust, and achieve better outcomes.

STRATEGIES

Develop your policing strategies with case studies and best practices.

RESOURCES

Leverage vetted, command-level information and resources.

POLICIES

Update policies and forms with ready-to-use samples including model policies.

SHARING

Build your team with IACP Net, exchange information, and build relationships with your peers.

Learn more and make IACP Net part of your team. Visit **CommandAnswers.com** or call **800.227.9640** today!

**Helping law enforcement
build trust for 25 years.**



@IACPNet

Command Answers[®] and Strength through Cooperation[®] are registered service marks and IACP NetSM is a service mark of LogIn, Inc. All rights reserved



INDEX TO ADVERTISERS

The advertisers in this issue can help equip your department with the most efficient tools available today!

Always mention the *Police Chief* when contacting our advertisers.

	Page #		Page #		Page #
2017 President's Membership Drive 800.THE.IACP x 365 www.theiacp.org/membership	64-65	IACP 2017 Awards 800.THE.IACP x 215 www.theiacp.org/awards	42	Police Officer of the Year 800.THE.IACP www.theiacp.org/poy	51
Aeryon Labs Inc sales@aeryon.com www.aeryon.com	2	IACP 2017 Registration & Housing 800.THE.IACP www.theiacpconference.org	45-46	Policestickers.com 508.892.1555 www.policestickers.com	59
American Military University jdeater@apus.edu www.publicsafetyatamu.com/iacp	9	IACP Foundation Gala 800.THE.IACP x 213 www.theiacp.org/foundation/gala	61	Project Lifesaver International 772.446.1271 http://projectlifesaver.org/conference	12
AutoReturn 770.335.6164 www.autoreturn.com	17	IACP Merchandise 800.678.9642 x 103 http://shop.fullpond.com/iacp	63	Reeves Company, Inc. 800-452-1161 www.reevesnamebadges.com	19
BMW Motorcycles 616.530.6900 www.bmwmcgr.com	5	IACP Net 800.227.9640 http://iacpnet.com	73	Salsbury Industries 800.562.5377 www.lockers.com	outsert
Brinkley Sargent Wiginton Architects 972.960.9970 www.bsw-architects.com	9	IACPreferred (Member Benefits) 800.THE.IACP www.theiacp.org/welcome-to -iacpreferred	38, 55, 67	Sirchie 919.554.2244 www.sirchie.com	7
California University of Pennsylvania 866.595.6348 www.calu.edu/DCJ	75	IACP Training Conference on Drugs, Alcohol, and Impaired Driving 800.THE.IACP www.theiacp.org/dreconference	37	Smith & Wesson 800.331.0852 www.smith-wesson.com	3
Center for Police Leadership & Training 800.THE.IACP www.theiacp.org/trainig	22-23	IAPro 800.620.8504 www.iapro.com	5	Southern Police Institute 502.852.6561 http://louisville.edu/spi	25
CZ-USA 800.955.4486 http://cz-usa.com	53	Lafayette Instrument Company 765.423.1505 www.lafayettepolygraph.com	19	Textron Aviation 844.44.TXTAV http://txtav.com	13
Drive to 30K 800.THE.IACP x 365 www.theiacp.org/membership	29	Northwestern University Center for Public Safety 800.323.4011 http://nucps.northwestern.edu	11	Vigilant Solutions 925.398.2079 www.vigilantsolutions.com	27
Fair & Impartial Policing, LLC 414-334-1299 www.fairandimpartialpolicing.com	43	Police Chief Subscriptions 800.THE.IACP x 261 www.policechiefmagazine.org	71	WHELEN 860.526.9504 www.whelen.com	76
IACP 2017 Annual Conference and Exposition 800.THE.IACP www.theiacpconference.org	39				

Please contact **The Townsend Group, Inc.** at 301-215-6710 if you are interested in or have questions about advertising in *Police Chief*.

The IACP does not recommend, endorse, or accept responsibility for the proper performance of any product advertised in these pages.



Doctor of Criminal Justice



Advance your career in law enforcement with a Doctor of Criminal Justice degree from California University of Pennsylvania. The program can be completed in just two years, almost entirely from where you live and work.

Applications are being accepted now for the inaugural class of this professional doctorate, designed for mid- and senior-level criminal justice practitioners across the country.

Courses in the D.C.J. program are taught by full-time Cal U faculty with extensive real-world experience in law enforcement, homeland security, criminal investigative analysis, forensic science and related areas.

Leadership skills for top professionals

This program for top law enforcement professionals focuses on in-depth analysis, leadership, and policy implementation and evaluation — precisely the skills needed to advance your career and benefit the agency you serve.

Cal U's program is the first regionally accredited Doctor of Criminal Justice degree in the United States. The program is scheduled to begin in July 2017, pending approval by the Middle States Commission on Higher Education.

To join the inaugural class or learn more about the program, visit www.calu.edu/DCJ.

THREE WORDS MEAN EVERYTHING TO EVERYONE AT WHELEN

TRUSTED TO PERFORM



Every part of every Whelen product is designed and manufactured in America, tested on-site to meet the toughest industry certifications and proven in the harshest environments anywhere. Because, we know lives are on the line – and we want to make sure everybody goes home at night.

