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MAY 2017

Officer Safety & Wellness

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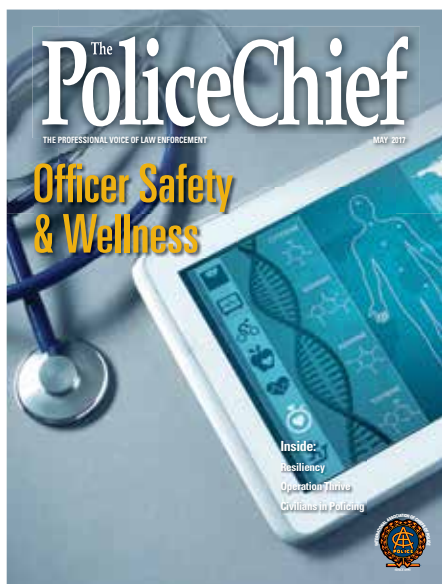
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It's no secret that law enforcement officers' safety is often at risk, but officer safety and wellness encompasses all elements of their well-being—physical, emotional, and mental—going far beyond the day-to-day risks their jobs entail. Whether its researching resilience, improving safety policies, instituting innovative programs, or exploring new partnerships, law enforcement experts and professionals are taking note of this important issue and taking steps to increase all aspects of officer safety and wellness.

The Police Chief

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Implementing All Aspects of Officer Safety and Wellness

Law enforcement is constantly being challenged to rise to higher levels of performance, crime prevention, and community engagement. None of these objectives can be successfully met or exceeded without a commitment to increasing officer safety and wellness. Our law enforcement officers cannot effectively perform or connect with citizens if there are not safe internal and external environments for them. Officer safety and wellness needs to be a focal point for every agency.

Last year (2016), 144 U.S. officers lost their lives in the line of duty. Forty-six percent of those lost lives were due to gunfire.¹ There was an increase in the number of ambush attacks on law enforcement with 21 officers lost, including 5 killed in the July 7 attack in Dallas, Texas—the deadliest attack on law enforcement in the United States since 9/11.² As of March 30, 2017, there have been 32 U.S. line-of-duty deaths—10 of those deaths were caused by gunfire, and 7 were caused by automobile crashes.³ In January 2017, following the late 2016 ambush attacks on four officers in three states in a 24-hour period, IACP convened a task force of committed law enforcement executives to explore the issue of violence against the police and provide concrete recommendations and resources to prevent further tragedies. These resources, including a blog series, web updates, and training materials, will be rolled out over the next several months.

We must continue to work diligently to promote safer environments, better body armor protection, and increased awareness and education around safe driving. As law enforcement leaders, we play a critical role in instilling and sustaining the best safety practices for our officers. We need to continue to require, educate, and model behavior for our officers to wear their seat belts and body armor and to pay attention while driving.

Another key aspect to keeping officers healthy and safe is supporting their emotional and physical wellness. Every day presents new challenges and new scenarios for an officer. Fitness is a crucial part of an officer's ability to best perform their duties. The benefits of regular physical activity include a healthier heart, reduced stress, fewer injuries, and better quality sleep. Officers' mental health is just as vital to their job performance and overall health and well-being as their physical health is. The critical incidents that officers respond to are stressful, as well as physically and mentally demanding, and

they often show a dark side of human nature. We must work to continue to build resiliency within our officers to ensure their emotional and mental wellness is maintained.

ICAP's Institute for Community Police Relations' (ICPR) Advancing 21st Century Policing Initiative, funded by the Office of Community Oriented Policing Services (COPS Office) and in collaboration with CNA, works directly with 15 model law enforcement agencies to document and report on those sites' progress in implementing the best practices of community policing. Through this program, IACP and CNA are researching the sites' challenges, concerns, and successes in implementing strong cultures of officer safety and wellness. Each site's program includes a full-time fitness coordinator, a comprehensive wellness program, a chaplain support program, and a resiliency training program. Through the *IACP Blog* and other upcoming resources, IACP is highlighting these and other innovative programs to assist departments in utilizing the best programs and practices to maintain safe and healthy officers.

Another step to assist with officer well-being is connecting with officers' families. As a profession, we should recognize the significant role families and spouses play in keeping our officers both mentally and physically fit. Family

members can be the first to notice when an officer is struggling and be a critical support system when he or she experiences mental health challenges. Relatives can help officers realize how important getting support can be and can influence them to access that help. We need to care for our loved ones as they continually support us. It is important to make sure our families have access to information about the profession and the resources to meet their own unique needs, as well as connections with other companions who are dealing with similar issues. The ICPR recently launched a new blog series and resource page for law enforcement spouses, partners, and children. In addition, the Companion Track at the 2017 IACP Annual Conference and Exposition in Philadelphia, Pennsylvania, will feature three workshops and a roundtable session to share information with and learn more from our law enforcement families.

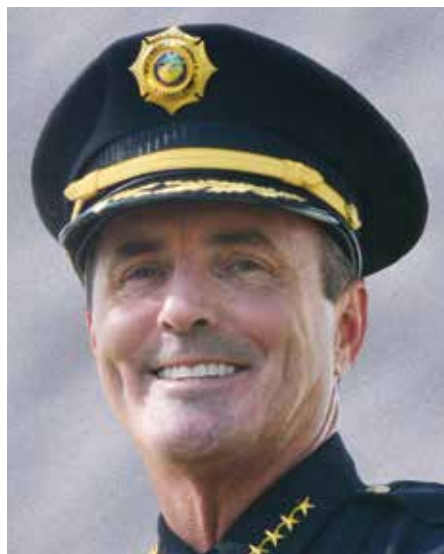
Through the ICPR, Center for Officer Safety and Wellness, the Task Force on Violence Against Law Enforcement, and all our programs at the IACP, we work diligently to provide departments with the best tools, knowledge, and support for our officers in the field. As law enforcement leaders, we need to ensure that our officers have the safe work environments, proper equipment, and training needed to keep not only their community safe, but also their colleagues and themselves. Advocating for internal safety and wellness will lead to a healthier and more secure community. If our officers are emotionally, physically, or mentally unwell, we cannot expect them to continue to rise to the increased expectations of the profession. We must always continue to strive toward expanding officer safety and wellness efforts. I urge all of you to assess your practices and programs to ensure that your officers are happy and healthy. ♦

Notes:

¹Officer Down Memorial Page (ODMP), "Honoring Officers Killed in 2016," <https://www.odmp.org/search/year?year=2016>.

²National Law Enforcement Officers Memorial Fund, "135 Law Enforcement Officer Fatalities Nationwide in 2016," news release, December 29, 2016, <http://www.nleomf.org/newsroom/news-releases/2016-officer-fatalities-report-release.html>.

³ODMP, "Honoring Officers Killed in 2017," <https://www.odmp.org/search/year/2017>.



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

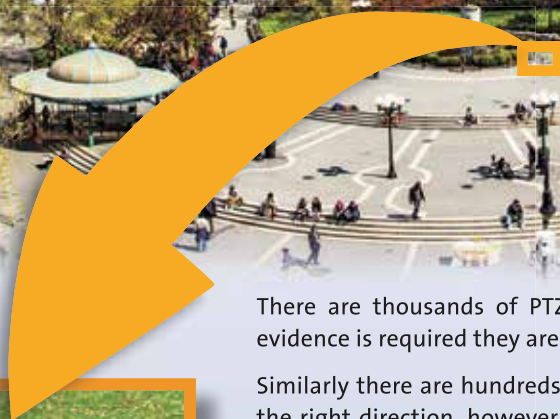
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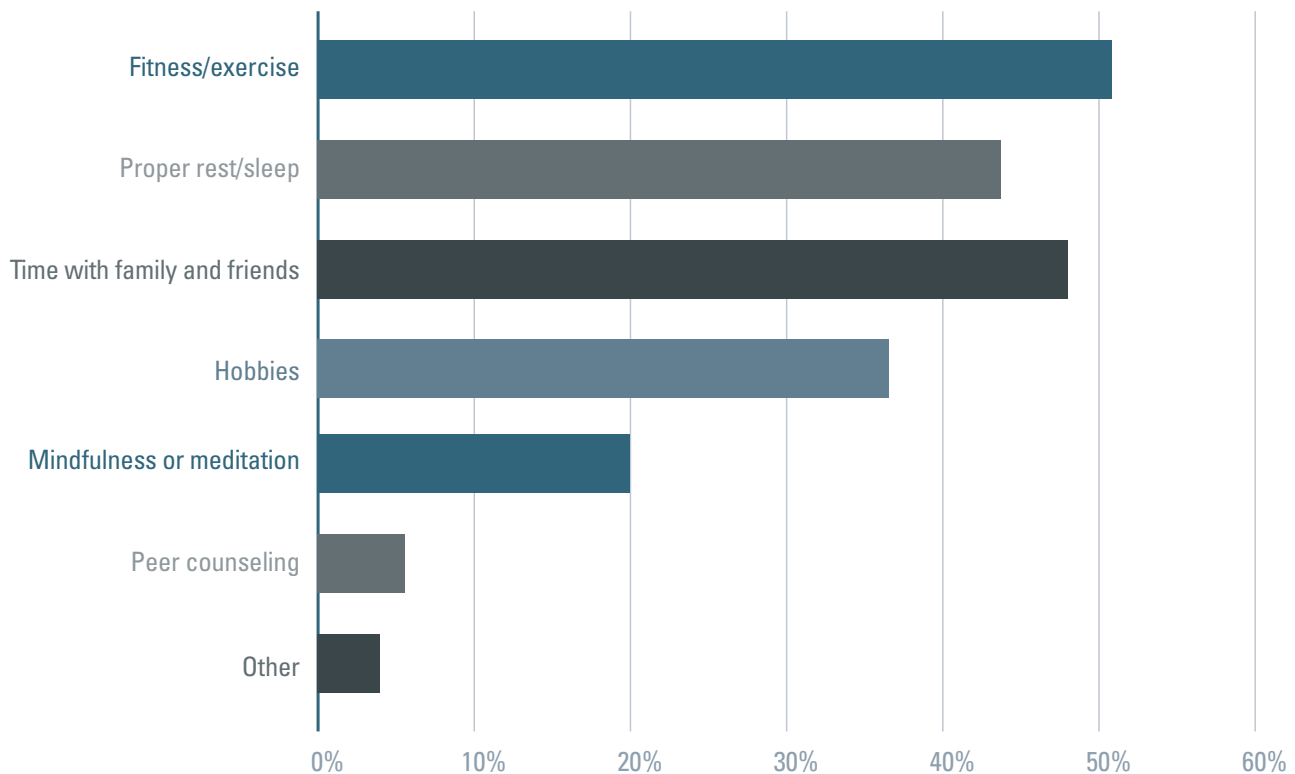
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Police Chief knows that many of the best ideas and insights come from IACP members who serve their communities every day. The Dispatch is an opportunity for members and other readers to share their wisdom, thoughts, and input on policing and the magazine.

MEMBERS SPEAK OUT

In March, *Police Chief* asked our readers what techniques or strategies they use to manage job-related stress. Here's what you told us:



“All of these avenues are so critical, and yet our line officers seem to have the least time to realize many of them. Many work off-duty overtime to make ends meet and support the lifestyle they desire, and that, coupled with rotating shifts, can really take a toll on well-being before you even begin to consider the very nature of the selfless work we ask them to do and the accumulating emotional toll. As a profession, we must do better than simply the mentality of ‘suck it up and power through’ that has been the mantra for so long.”

— Tim Coley, Captain
Washington State Patrol

YOUR TURN



As the role of law enforcement evolves, what strategies is your agency using or planning to use to improve public safety in your community?

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Attorney General Jeff Sessions Attends 2017 IACP Division Midyear Meeting

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

The IACP State and Provincial Police (S&P), State Associations of Chiefs of Police (SACOP), and Midsize Agencies (MSA) divisions recently held their midyear meetings together in Litchfield Park, Arizona, drawing just under 200 attendees who came together to discuss critical issues facing their agencies. The meeting kicked off with a town hall led by President Donald W. De Lucca and Deputy Executive Director Terrence Cunningham. The Arizona town hall was the inaugural stop on IACP's 2017 listening tour. Since then, President De Lucca and IACP leadership have also traveled to California and Illinois to hear directly from law enforcement leaders about the challenges confronting their respective agencies and the collective profession—and how IACP can assist on both fronts. The IACP conducted a similar listening tour in 2016 in eight locations throughout the United States, where we heard from more than 450 police leaders. The IACP issued a report after those listening sessions that outlined the core issues confronting the profession, which can be found at www.theiacp.org/listeningtour.



IACP President Donald W. De Lucca leads discussion at Arizona town hall.

U.S. Attorney General Jeff Sessions provided the keynote address at the IACP Division Midyear Meeting, in which he expressed support for law enforcement across the United States and concern about increasing violent crime rates. Encouraging a return to proactive policing, he reiterated the Trump administration's policies on illegal immigration, violent crime, and drugs. During Attorney General Sessions' time at the Division Midyear Meeting, he also met with IACP Governing Body members privately to discuss critical criminal justice issues.



IACP President Donald W. De Lucca and U.S. Attorney General Jeff Sessions address attendees at the IACP Division Midyear Meeting.

The three divisions also broke out individually to discuss topics such as use of force, body-worn cameras, community engagement, building officer and agency resilience, data and metrics, attacks against the police, and the opioid epidemic, among many, many other issues.



U.S. Attorney General Jeff Sessions met with IACP Governing Body members to discuss criminal justice issues.

Presidential Executive Order: Establishing the President's Commission on Combating Drug Addiction and the Opioid Crisis

On March 29, 2017, U.S. President Donald Trump signed an executive order entitled, Establishing the President's Commission on Combating Drug Addiction and the Opioid Crisis. The executive order would establish a commission that would be designed to

- Identify existing federal dollars to combat drug addiction, including opioids
- Assess availability and access to addiction treatment centers and overdose reversal and identify underserved areas
- Measure the effectiveness of state prescription drug monitoring programs

- Evaluate public messaging campaigns about prescription and illegal opioids, and identify best practices for drug prevention
- Within 90 days, the commission would be tasked with submitting an interim report to President Trump on its initial recommendations regarding how the U.S. federal government should address drug addiction and the opioid crisis. The commission would then be charged with submitting a final report with its findings and recommendations by October 1, 2017, unless more time was needed.

Senate Votes to Confirm Neil Gorsuch as U.S. Supreme Court Justice

On April 7, 2017, the U.S. Senate voted 54-45 to confirm Neil Gorsuch to serve as the 101st Associate Justice of the Supreme Court of the United States. All Senate Republicans, and three Senate Democrats voted to confirm Gorsuch.

White House OMB Lifts Federal Hiring Freeze and Calls for Federal Agency Reorganization

On April 12, 2017, White House Office of Management and Budget (OMB) Director Mick Mulvaney replaced the federal hiring ban President Trump put in place in January 2017 with a 14-page memorandum to all agency heads to develop a plan to reorganize and improve efficiency. The memorandum requires all agencies to immediately work to achieve near-term workforce reductions and costs savings, develop a plan to maximize performance, and submit an Agency Reform Plan as part of their budgets that includes long-term workforce reductions.

The memorandum also outlines the steps that OMB will take to formulate a comprehensive Government-wide Reform Plan for publication in President Trump's FY 2019 budget, including both legislative proposals and administrative actions. The White House has also unveiled a webpage for the public to recommend, by June 13, 2017, ideas and suggestions on how the federal government can better organize and operate.

View a copy of the 14-page memorandum on the White House webpage at www.whitehouse.gov/sites/whitehouse.gov/files/omb/memoranda/2017/M-17-22.pdf. ❖



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Athletic Trainers in Police Departments: Cost Efficiency and Risk Mitigation

Photos by Officer Chris Burmeister, Sidney Police Department

By A.S. Woody Goffinett, MBA, ATC, EMT-P, Member, National Athletic Trainers' Association, Manager, Sports Medicine, Wilson Health

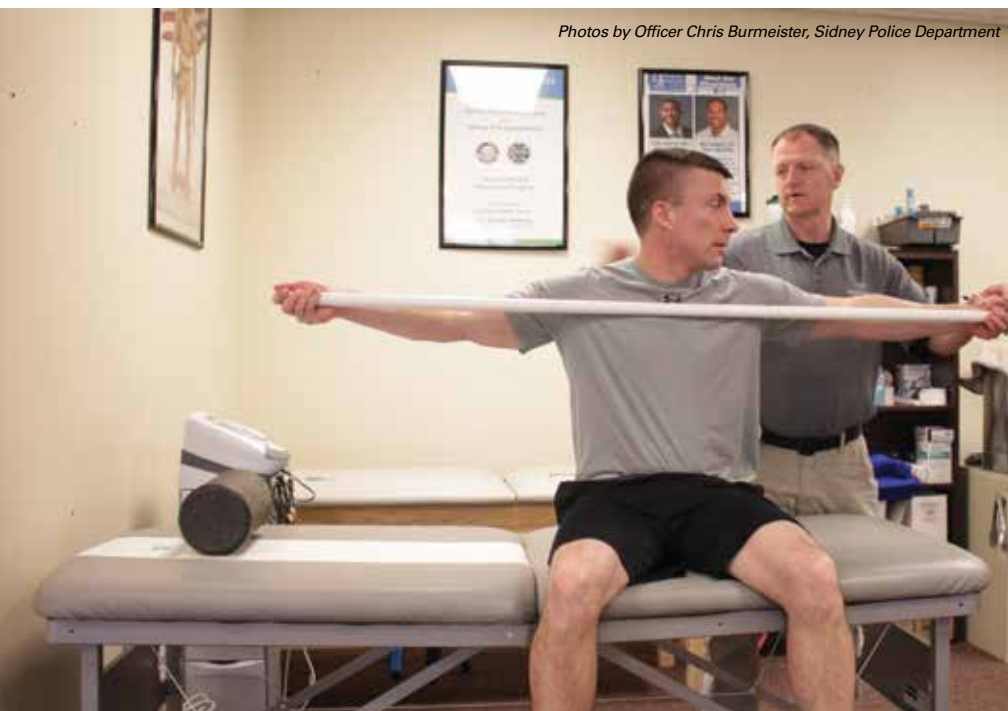
Every day, law enforcement officers may be required to perform responsibilities that test their physical ability, endurance, and strength. They are often required to carry heavy loads, including body armor or equipment belts that can affect balance, lead to muscle fatigue, alter gait patterns, affect positive alignment, and increase their risk of injury. While law enforcement officers, along with other tactical personnel—"tactical athletes"—work in very physically demanding settings as they protect the general public, they are also exposed to various occupational dangers every day.¹ As a result, their physical health and wellness are paramount to their readiness to perform on the job.

Recent research has shown that a sports medicine model approach to care has been effective in minimizing injury and ensuring that these individuals are prepared for the mental and physical challenges of their work. Athletic trainers, among other sports medicine team members, can play an integral role in their success.²

Athletic trainers (ATs) are health care professionals who collaborate with physicians.³ They are part of the sports medicine team found at every level of professional, collegiate, and high school sports, and they also work in occupational and military settings, among others. Due to their expertise in injury prevention, clinical evaluation and diagnosis, immediate and emergency care, treatment and rehabilitation, and organizational and professional health and well-being, full-time ATs have been hired by public safety organizations such as Fairfax County, Virginia, Police Department and San Antonio, Texas, Fire Department to help care for their employees.

Top left: Athletic trainer Woody Goffinett monitors Captain Bill Shoemaker, Sidney Police Department, as part of post-surgical shoulder rehabilitation.

Bottom left: Athletic trainer Woody Goffinett provides ultrasound treatment on Captain Bill Shoemaker, Sidney Police Department, as part of rehabilitating a lower leg injury.



Impact of an AT

The National Athletic Trainers' Association (NATA) conducted a survey of industrial companies in the United States that utilize the services of an AT.⁴

- Of the companies surveyed, 100 percent reported that an AT provides a favorable return on investment (ROI).
- For companies that knew the specific ROI amount, 30 percent indicated the ROI was at least \$7/employee per \$1 invested, and 83 percent indicated the ROI was more than \$3/employee per \$1 invested.
- Of the companies that provided on-site physical rehabilitation, 46 percent indicated that health care costs had decreased by more than 50 percent after incorporating ATs.
- Of the companies that tracked workers' compensation, 63 percent reported that the AT made an impact on their workers' compensation costs within six months, and 96 percent reported that the AT made an impact on their workers' compensation costs within one year.

Sidney, Ohio, Police Department Model of Care Shows Strong Return on Investment

The Sidney Police Department (SPD) is a 36-member law enforcement agency covering a population of 21,000 residents located in west central Ohio. Wilson Health, a full-service community hospital serving residents of Shelby County, Ohio, and the surrounding communities, has a sports medicine program covering 12 local school districts, the local YMCA, and community events.

The city entered into an agreement with Wilson Health to provide athletic training services for the police department during the fall of 2015. The contract allows for an AT to evaluate and treat police officers during convenient times. Personnel can either contact the AT directly or have a prescription from their health care provider to schedule an evaluation.

Department members are allowed to be seen in the athletic training room both on duty and off duty. Personnel are also seen for off-duty injuries. The goal is to identify and treat injuries quickly so they don't become major chronic injuries. Whether the injury happens on or off duty, the goal is the same: get personnel healthy safely and efficiently to minimize time loss at work and life activity.

Rehabilitation time is factored into light-duty time for officers injured on the job. Injuries sustained by police department personnel on duty and off duty mimic those seen in contact sports. These injuries include concussions, spine strains, rib contusions, and upper and lower extremity strains and sprains.

Return on Investment

Cost savings associated with an AT working with the SPD for 2016 exceeded \$120,000. A total of 224 police department visits, 78 injury evaluations, and 408 modality treatments were rendered in 2016. There were no charges or cost to employees for these services.

To calculate ROI, the agency examined the physical therapy reimbursement rate per procedure—not what was billed—to get a truer picture of cost savings. (See Table 1.)

The ROI estimate did not include other observable costs such as overtime for injured workers, missed time, cost of off-duty expenses such as injury treatment to an outside facility, or workers' compensation savings. Decreasing time loss and maintaining productivity simply because personnel were not having to miss work increased morale for both administration and employees.

Table 1. Procedures and Reimbursement Rate

Evaluations	\$28,158
Therapeutic Exercise Savings	\$50,042
Therapeutic Modality Savings	\$45,074
Total cost savings	\$123,274

Recent research has shown that a sports medicine model approach to care has been effective in minimizing injury and ensuring that these individuals are prepared for the mental and physical challenges of their work.

Since the SPD AT works only part-time, the ROI follows a similar trend of \$7/\$1 as previously discussed.

The SPD designed the athletic training program using a model similar to that of the Fairfax County, Virginia, Police Department's AT. The department's AT—Nancy Burke, MS, VATL, ATC—has proven that using an AT within the academy setting at Fairfax County has reduced "overall medical costs by 49.5 percent and musculoskeletal" injury treatment "costs by 86.3 percent." Similarly, by "treating sworn and civilian employees in a large county police force," Burke has demonstrated reductions "of overall medical costs by 22.05 percent and reductions in musculoskeletal medical costs by 21.2 percent."⁵

Case Study

SPD requires its officers to meet annual fitness standards. Employees are measured in five areas of performance: 300m sprint, bench press or push-ups, sit-ups, standing high jump, and 1.5 mile run. Employees who meet the benchmarks earn different levels of financial awards, but those who do not meet the benchmarks may be disciplined. The presence of an AT has assisted personnel in meeting these standards, as seen in the example of a 38-year-old, athletic, 15-year veteran patrol officer who injured his hamstring while participating in the 300m sprint. He was immediately seen by the AT and evaluated by a physician who wrote out an athletic training rehabilitation script, after which treatment began. An ultrasound confirmed a diagnosis of a second-degree hamstring strain. He was assigned to light duty, and two rehabilitation treatment times per day were included in his schedule. He came in for treatment on his own during off-duty days, and rehab progressed quickly. He returned to full-duty work in 12 days—half the time normally expected for a second-degree hamstring strain.⁶ Four weeks after the initial injury, the officer completed the five fitness standard tests and achieved top tier on all five benchmarks.

Summary

Police work is physically and psychologically challenging. The availability of an AT to provide injury evaluation, treatment, and rehabilitation reduces the lost work time, helps ensure immediate and convenient treatment schedules, and boosts morale by showing the additional measures the administration is taking to improve employee health and well-being. ♦

Notes:

¹Charles Cocke, Jay Dawes, and Robin Marc Orr, "The Use of 2 Conditioning Programs and the Fitness Characteristics of Police Academy Cadets," *Journal of Athletic Training* 51, no. 11 (November 2016): 887–896.

²Nancy C. Burke, "Featured Report: Reducing Law Enforcement Medical Costs: Utilizing the Sports Medicine Model," *IADLEST Newsletter* 25, no. 4 (October 2014): 19–28, <https://www.iadlest.org/Portals/0/Files/Documents/Oct%2014%20Final.pdf>.

³Board of Certification for the Athletic Trainer, "What Is an Athletic Trainer," www.bocatac.org/public/what-is-an-athletic-trainer.

⁴National Athletic Trainers' Association (NATA), "Athletic Trainers Provide High Return on Investment In Today's Workplace," November 4, 2014, press release, <https://www.nata.org/press-release/110414/athletic-trainers-provide-high-return-investment-today%E2%80%99s-workplace>.

⁵Ibid.

⁶U.S. National Library of Medicine, "Hamstring Strain—Aftercare," <https://medlineplus.gov/ency/patientinstructions/000551.htm>.

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.

Officer-Involved Collisions: Magnitude, Risk Factors, and Prevention

By Hope Tiesman, Research Epidemiologist, National Institute for Occupational Safety and Health; Jeff Rojek, Associate Director, Center for Law & Human Behavior, University of Texas at El Paso; Geoffrey P. Alpert, Professor, University of South Carolina; and Scott Wolfe, Assistant Professor, University of South Carolina

In 2016, law enforcement officer deaths rose to their highest level in five years, driven by firearm-related deaths.¹ However, the law enforcement community should not lose sight that motor vehicle events, including collisions and being struck by moving vehicles, have been a leading cause of death for many years.² In addition, there are even more collisions that do not result in fatalities, but can cause injuries and property damage. In California, for example, it is estimated that there are more than 100 non-fatal collisions for every fatal collision.³ Vehicle collisions can have a tremendous emotional, physical, and financial impact on officers, their families, and their departments; yet, few formal research studies on these effects exist. Fortunately, several recent efforts have started to fill this knowledge gap.

In 2007, the California Commission on Peace Officer Standards and Training (CA POST) brought together law enforcement professionals and researchers to develop knowledge on officer-involved collisions, which led to the SAFE Driving campaign.⁴ In 2011, the National Officer Safety and Wellness Working Group highlighted the need for better knowledge on collisions and effective reduction programs.⁵ Subsequently, studies have been funded by the National Institute of Justice (NIJ), Bureau of Justice Assistance (BJA), and National Institute for Occupational Safety and Health (NIOSH) on this officer safety issue.

The Magnitude of Officer-Involved Collisions

One study, funded by the NIJ, examined over 35,000 officer-involved collisions in California from January 2000 to December 2009.⁶ In that 10-year period, there were 39 officer fatalities, and 21 percent of the collisions (7,684) resulted in an injury to an officer. The collision data also revealed that seat belt use was inversely associated with injury severity—seat belts were less likely to have been used in collisions resulting in severe injuries and death. Nearly 77 percent of the collisions (26,875) involved both a law enforcement vehicle and civilian vehicle. In these collisions, civilians were more likely to be killed than officers. Civilians represented 73 percent of the total fatalities, and officers represented 27 percent.

What Increases an Officer's Risk for a Collision?

A second study, funded by the BJA, examined collisions across eight California law enforcement agencies. The researchers examined collisions, training records, and driving policies, as well as conducted surveys and focus groups with officers. The primary predictor of an on-duty collision for officers was having a collision *off duty*. Family responsibilities such as having children and being in a committed relationship reduced the likelihood of an officer-involved collision. The survey also revealed 42 percent of officers reported wearing seat belts "all of the time" on duty, and 34 percent reported wearing them only "some of the time" or "rarely." Factors associated with seat belt use included feeling treated fairly by supervisors in organizational measures such as promotions and discipline, as well as having supervisors enforce departmental seat belt policy. Officers with a risky driving attitude, as measured by a questionnaire, and those with prior on-duty collisions were less likely to report wearing seat belts.⁷

Preventing Officer-Involved Collisions

During a six-month period in 2009, the Las Vegas (Nevada) Metropolitan Police Department (LVMPD) lost three officers in vehicle

collisions. In response, the LVMPD developed a comprehensive collision prevention program that included a campaign to increase awareness of driving hazards, stringent driving policies, and an expansion of driver training. The campaign, titled 365 Alive, included visual cues such as decals in patrol cars and posters in hallways and parking garages. It also included daily driving safety messages distributed at roll calls. Policy changes included the introduction of or re-emphasis on seat belts, intersection crossings, speed caps, and texting policies. Driver training was expanded to eight hours of in-service training annually for officers in their first three years of service and four hours of training every other year for officers with more than three years of service. NIOSH and NIJ funded a scientific evaluation of this program, which showed significant reductions in motor vehicle collision and injury rates after the program's implementation. There were also reductions in restricted and lost workdays, as well as in workers' compensation costs.⁸

Collectively, these studies have increased the knowledge of on-duty vehicle collisions. Moreover, the LVMPD has demonstrated that simple safety messaging and changes to training and policy can change culture. Prince George's County (Maryland) Police Department (PGPD) is another example of an agency that uses incentives, education, and safety messages through its Arrive Alive campaign to develop and sustain a safe driving culture.⁹ The next step for addressing officer-involved collisions is to identify initiatives like the LVMPD and PGPD efforts and determine how the programs work in agencies of different sizes and with different demands and resources. ♦

Notes:

¹National Law Enforcement Officer Memorial Fund, "135 Law Enforcement Fatalities Nationwide in 2016," news release, December 29, 2016, <http://www.nleomf.org/newsroom/news-releases/2016-officer-fatalities-report-release.html>.

²Byron Gustafson and Paul Cappitelli, "SAFE Driving—The Role of the Chief," *The Police Chief* 77, no. 3 (March 2010): 38–41.

³Ibid.

⁴Janna Munk and David Kinaan, "SAFE Driving Campaign: Building a Culture of Courage to Save Law Enforcement Lives," Officer Safety Corner, *The Police Chief* 83, no. 7 (July 2016): 12–13.

⁵Darrel Stephens, Steven Edwards, and Mora Fiedler, *OSW Group Annual Summary: Issues and Recommendations Discussed for Improving the Wellbeing of Police Officer* (U.S. Department of Justice, Office of Community Oriented Policing, 2012); Darrel Stephens, Mora Fiedler, and Steven Edwards, *OSW Group Meeting Summary: Vehicle Operation, Risk Management, and Problem-Based Learning, April 25, 2012* (U.S. Department of Justice, Office of Community Oriented Policing Services, 2013).

⁶Scott E. Wolfe et al., *Evidence-Based Solutions to Reduce Law Enforcement Officer Vehicle Crashes* (forthcoming); Scott E. Wolfe et al., "Characteristics of Officer-Involved Vehicle Collisions in California," *Policing: An International Journal of Police Strategies and Management* 38, no. 3 (2015): 458–477.

⁷Andrew Hansen, "The Influence of Department Policy and Accountability on Officer-Involved Collisions," *Policing: An International Journal of Police Strategies and Management* 38, no. 3 (2015): 578–594.

⁸Hope Tiesman et al., "Evaluation of a Motor-vehicle Crash Prevention Program in Law Enforcement," Traffic and Vehicle Safety for Law Enforcement: Keeping Officers Safe on the Road (presentation, International Association of Chiefs of Police Conference, San Diego, CA, October 2016).

⁹Kirk McLean, "Taking Care of Your Own: Sustaining a Culture of Crash Prevention Efforts in Law Enforcement," Officer Safety Corner, *The Police Chief* 84, no. 3 (March 2017): 12–13.

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The Evolving Law of the Digital Crime Scene

By Rich Littlehale, Special Agent in Charge, Technical Services Unit, Tennessee Bureau of Investigation

A growing percentage of the evidence in criminal cases exists in the digital world, and the post-Snowden public can be suspicious of government access to digital information. The access to much of digital evidence is controlled or influenced by multinational corporations for whom public safety is only one of a range of concerns—their primary concerns also include brand value, customer trust, and the economic realities of their vast enterprises.

Some of these problems will require a legislative solution to fix them entirely, and, to that end, the law enforcement community must continue the Going Dark conversation.¹ In addition, there is an immediate need to provide oversight and legal guidance so that investigators searching the digital crime scene don't inadvertently create bad case law or negatively impact the public's perception of law enforcement or government access to digital information.

The Emergence of a "Digital Is Different" Fourth Amendment Analysis

A "digital is different" line of thinking has emerged in U.S. Fourth Amendment cases that holds investigators to a higher standard of proof when employing recent technologies. This concept can be traced back to the 2001 case *Kyllo v. U.S.*, which held that the use of a thermal imager on the exterior of a house was considered a search under the Fourth Amendment.² A decade later, the U.S. Supreme Court in *U.S. v. Jones* extended that reasoning, requiring a warrant for the installation and monitoring of a GPS tracker, despite the fact that investigators could have lawfully conducted mobile surveillance from vehicles during the same period without a warrant.³ Most recently, in the *Riley v. California* decision in 2014, U.S. Chief Justice Roberts rejected the argument that since non-digital pocket contents could be searched incident to arrest, so could a cellphone, stating, "Cell phones differ in both a quantitative and a qualitative sense from other objects that might be kept on an arrestee's person."⁴ This line of thinking seems likely to be applied to different types of information, like cellphone location information, license plate

readers, and Wi-Fi network surveillance, and toward a more detailed parsing of warrants' scopes and particularities. This will, in turn, create a need for increased training in proper warrant drafting for specialized categories of digital evidence.



Code as Speech

Efforts to compel the production of digital evidence are also being challenged under the speech protections of the First Amendment.⁵ This issue came to prominence in the *Apple vs. FBI* case, where the U.S. government sought to compel Apple to write code that would assist in the unlocking of one of the San Bernardino shooters' iPhones through the All Writs Act. Apple asserted a First Amendment claim as part of their defense, arguing that compelling them to write code was improper because it amounted to compelled speech.⁶ Courts didn't formally address the issue during the *Apple* case because the Federal Bureau of Investigation (FBI) got into the phone through other means and withdrew its demand, but the issue has recently resurfaced in the context of the Amazon Echo voice-activated device. Amazon has moved to quash a search warrant issued in a homicide investigation for recordings in their possession, citing a "code as speech" argument.⁷ Even if these defenses are ultimately unsuccessful, investigators and prosecutors will have to contend with the delays and complex litigation associated with claims like these in a wider range of cases.

Storage of U.S. Evidence on Multinational Networks

The most prominent example of a final troubling trend is Microsoft's successful challenge to a search warrant obtained under the Stored Communications Act.⁸ Microsoft argued that data under its control were stored on Microsoft servers in Ireland and that the U.S. government could not compel production of extraterritorial evidence. The Second Circuit Court of Appeals agreed and recently denied a request by the government for a rehearing en banc.⁹

This means that U.S. companies that store the data uploaded by U.S. citizens while in the United States might not have to produce the data if they are stored overseas, something that can be commercially advantageous for reasons of network architecture. State and local investigators will likely receive "foreign evidence" denials of what they consider to be routine process with increased frequency. In his concurrence, Second Circuit Judge Lynch highlighted the difficulty of law enforcement's position and emphasized the need for Congress to develop a solution.¹⁰

Just the Beginning

This is only a high-level overview of some of the current legal challenges facing investigators gathering digital evidence. Close coordination with police legal advisors and prosecutors is necessary to make the best lawful use of a wide range of potential evidence. The law of the digital crime scene is constantly evolving, and law enforcement managers should ensure that their investigators have the training and procedural guidance that they need to evolve along with it. ♦

Notes:

¹Encryption policy is at the heart of Going Dark, but legal and procedural barriers to access can also prevent investigators from accessing the digital evidence they need to protect the public, so law enforcement is seeking legislative help for all of the concerns that are raised in this article. The National Domestic Communications Assistance Center (NDCAC) is also facilitating an effort to gather statistics and examples that will be used in talks with policymakers to share the law enforcement communities' concerns about access to digital evidence. Details may be obtained by contacting the NDCAC at AskNDCAC@ic.fbi.gov.

²In discussing its unwillingness to extend oversight cases to the more exotic thermal imager,

the court stated that "It would be foolish to contend that the degree of privacy secured to citizens by the Fourth Amendment has been entirely unaffected by the advance of technology." *Kyllo v. U.S.*, 533 U.S. 27, 33–34 (2001).

³Justice Sotomayor was explicit in highlighting that digital is different in her concurrence: "And because GPS monitoring is cheap in comparison to conventional surveillance techniques and, by design, proceeds surreptitiously, it evades the ordinary checks that constrain abusive law enforcement practices: limited police resources and community hostility." *U.S. v. Jones*, 565 U.S. 400, 416–17 (2012), quoting *Illinois v. Lidster*, 540 U.S. 419, 426 (2004).

⁴*Riley v. California*, 573 U.S. ___, 134 S. Ct. 2473, 2489 (2014).

⁵For an overview of the topic generally, see Robert Post, "Encryption Source Code and the First Amendment," *Berkeley Tech Law Journal* 15, no. 2 (2000): 713–723, <http://scholarship.law.berkeley.edu/btlj/vol15/iss2/5>.

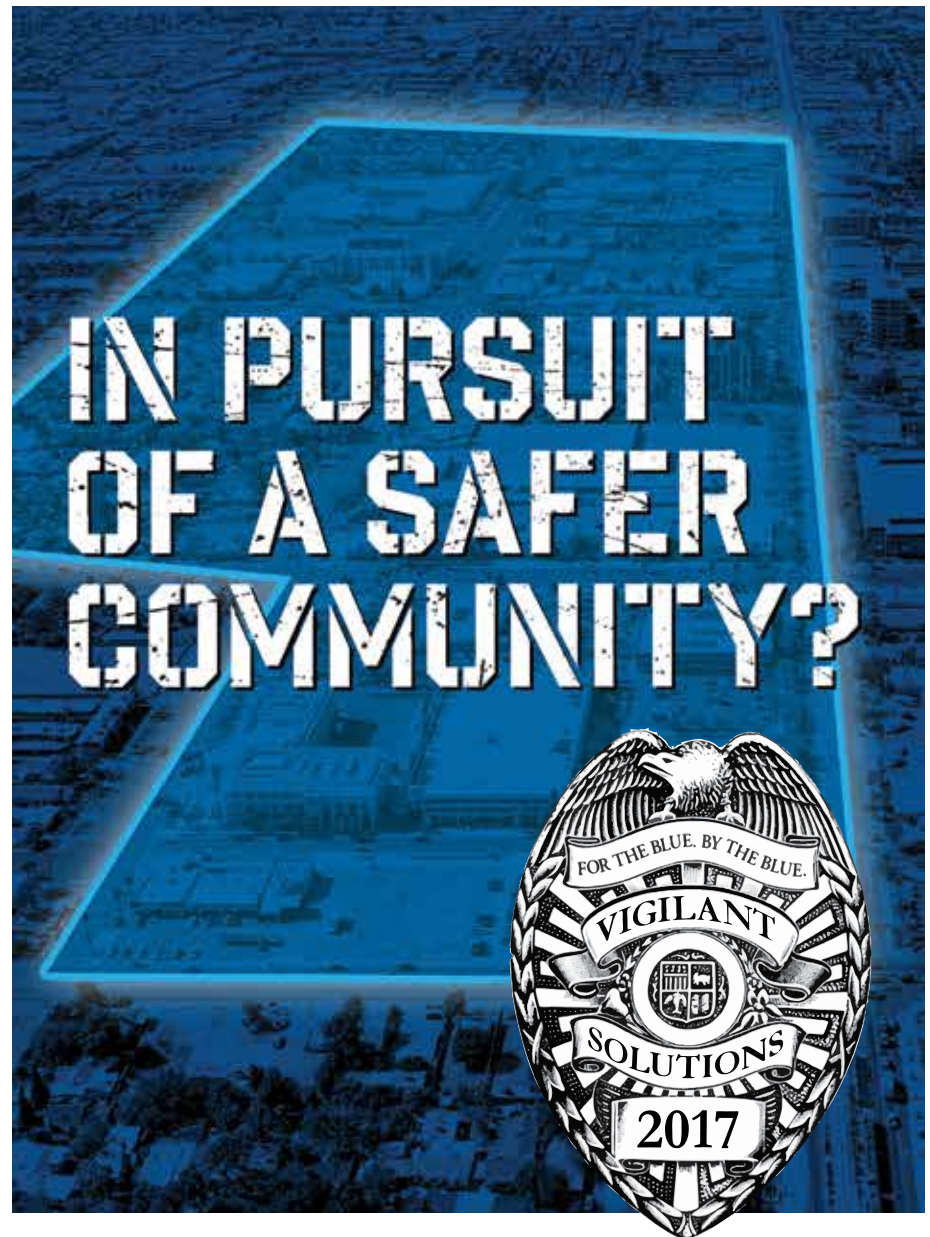
⁶See, for example, Adam Satariano, "Apple-FBI Fight Asks: Is Code Protected as Free Speech?" *Bloomberg*, February 23, 2016, <https://www.bloomberg.com/news/articles/2016-02-24/apple-fbi-fight-asks-is-code-protected-as-free-speech>.

⁷*Memorandum of Law in Support of Amazon's Motion to Quash Search Warrant*, filed February 27, 2017, in the Circuit Court for Benton County, Arkansas; and the related *State of Arkansas v. James A. Bates*, CR-2016-370-2.

⁸18 U.S.C. §§ 2701 et seq.

⁹*Matter of Warrant to Search a Certain E-mail Account Controlled & Maintained by Microsoft Corp.*, 829 F.3d 197 (2d Cir. 2016), rehearing en banc denied, No. 14-2985, 2017 WL 362765 (2d Cir. Jan. 24, 2017).

¹⁰*Id.*; Some district courts are taking a different position (See, for example, in *re Search Warrant 960 M 01 to Google*, <http://www.paed.uscourts.gov/documents/opinions/17D0077P.pdf>), but the U.S. Supreme Court resolution of the issue doesn't seem imminent with the Second Circuit's denial of a rehearing.



IACP considers the issues surrounding digital evidence and Going Dark to be of great importance and has developed a critical messaging sheet, resolutions, and articles on the topic, as well as documentation from our advocacy efforts on law enforcement's behalf. These resources can be found at www.theIACP.org/encryption.

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Why Your Department Needs a Law Enforcement Information Sharing Solution: "Prevent, Stop, Solve, and Share"

By *Kris A. Peterson, Special Agent, Division Chief, Law Enforcement Information Sharing Division, Naval Criminal Investigative Service, and Catherine A. Miller, Program Manager, NCR-LInX*

Law enforcement data sharing is a powerful tool to protect lives, enhance safety, and solve crimes. It's a lesson learned from the 9/11 attacks: sharing information among law enforcement agencies is essential for national security and, by extension, public safety within local communities.

Numerous success stories reveal that the benefits of sharing information among law enforcement professionals far outweigh potential dangers. Given the current criminal threats facing our communities, we must recognize and take advantage of reasonable opportunities to widen the thin blue line and multiply the impact from our forces in the most effective way possible. In the era of declining budgets, it's even more important for the law enforcement community to continue to work smarter, not harder. Unfortunately, many law enforcement agencies within the United States have yet to participate in a regional or national law enforcement information sharing program.

The Naval Criminal Investigative Service (NCIS) is proud to administer the Law Enforcement Information Exchange (LInX) and the Department of Defense (DoD) Law Enforcement Defense Data Exchange (D-DEx) on behalf of our law enforcement partner agencies. Developed in the early 2000s, LInX provides local and state law enforcement, along with DoD and other federal law enforcement agencies, the ability to share detailed information including incident reports, arrest records, mug shots, field interviews, and narratives to give context to situations. To save costs for agencies, LInX and D-DEx use government off-the-shelf software with no proprietary code. Additionally, LInX does not require agencies to write special reports to participate in the information sharing, but rather allows agencies to use their current reporting formats. It's important

to understand that law enforcement data already exist, and, although data would likely be shared if requested, LInX and D-DEx provide the awareness of available information to assist law enforcement professionals.

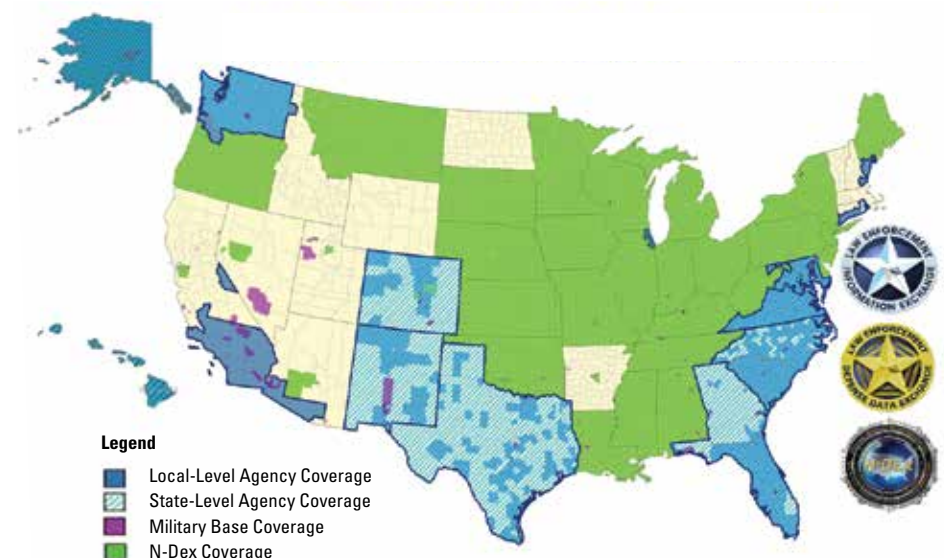
The LInX governance structure is a key to the success of the program. Each region maintains a governance board that develops the information sharing process and procedures for its members. Boards meet regularly throughout the year to discuss and make decisions on policy, rules, and expansion for their respective regions. Additionally, the boards' chairs and co-chairs meet each year during the IACP Annual Conference and Exposition. While LInX is governed by its law enforcement agency constituents, it is complementary to the FBI's National Crime Information Center (NCIC) and interacts with other national law enforcement data sharing systems such as the FBI's National Data Exchange (N-DEx) and those of the Department of Homeland Security (DHS). Together, LInX and D-DEx provide access to information from thousands of law enforcement sources.

The teamwork among all agencies has been phenomenal. Today, LInX and D-DEx represent more than 1,800 local, state, tribal, and federal law enforcement entities, many near Department of Defense (DoD) installations and critical infrastructures (see Figure 1). In 2015 and 2016, LInX participants won four information sharing awards from N-DEx.

LInX is used to solve crimes and find people every day. The following are important action items for agencies to consider:

1. Join a law enforcement information sharing system; it's a best practice. Whether regional or national, information sharing is crucial to protecting your community.
2. Use your influence to ensure any regional information system is interoperable with other systems to maximize effectiveness.
3. Share as much as you can; it *will* solve crimes and save lives.
4. Encourage your personnel to embrace an information sharing mind-set. This effort is aided by filling out reports completely

Figure 1: LInX/D-DEx/N-DEx Composite



**As of October 2016*

with items that are useful but might not be mandatory, such as occupation, next of kin, phone numbers, and email addresses.

5. Get involved in information sharing by networking with colleagues through IACP and other law enforcement associations.

LInX, D-DEx, and N-DEx are mature systems and cost-effective ways for agencies to share information nationally and protect our communities. ❖

Kris Peterson, division chief for Law Enforcement Information Sharing, has been a special agent with the Naval Criminal Investigative Service (NCIS) for over 25 years and has led LInX since 2012. He was a local law enforcement officer prior to his career at NCIS and holds a master of forensic science degree. He has extensive experience in law enforcement information sharing, interagency cooperation, and forensics and serves on the CJIS Federal Working Group as the Navy CSO.

Catherine Miller, program manager for NCR-LInX since 2007, has 30 years of experience in law enforcement and public safety technology systems, including a broad range of policy and program oversight in the development, implementation, and operation of law enforcement systems. She holds a master of science degree in information technology management.

RESOURCES

For more information on the Law Enforcement Information Exchange (LInX) and Department of Defense Law Enforcement Data Exchange (D-DEx) programs, see <http://www.ncis.navy.mil/PI/LEIE/Pages/default.aspx>. For information on joining LInX, contact ncislinx-ddex@ncis.navy.mil.

Law Enforcement Information Sharing and the Implications for Local Government: http://c.ymcdn.com/sites/www.ijis.org/resource/collection/232074EF-6453-4014-BC4E-018BF818D291/Law_Enforcement_Information_Sharing_and_the_Implications_for_Local_Government.pdf

FBI National Data Exchange (N-DEx) Data Connectivity and Submission Guide: www.fbi.gov/file-repository/data-connectivity-and-submission-guide.pdf/view

Examples of LInX and D-DEx Success Stories

- A California detective investigating a robbery discovered through LInX that a person about to be interviewed had a boyfriend who had been killed by the police in another jurisdiction and had declared her intent to kill a police officer. This is valuable information to know, especially for the next police officer to knock on her door.
- A Florida sheriff's office, when asked for assistance from another jurisdiction, used LInX to help identify, locate, and thwart a person who planned to commit an active shooter attack at a National Guard Unit.
- In Washington State, police used LInX to identify, locate, and rescue a suicidal woman who called a hospital but refused to give her location.
- In Florida, LInX was used to solve a case of a kidnapped baby. The baby was found and returned within 11 hours of being taken.
- Police at the Pentagon were able to identify a suspicious person at their location using tattoo information from LInX. The suspicious person was a wanted, armed, and dangerous parole violator from a neighboring jurisdiction.



The Naval Criminal Investigative Service (NCIS) and the Rio Grande LInX Program Receive FBI N-DEx Awards

On September 24, 2016, the FBI N-DEx Program Management Office hosted an awards ceremony where representatives of LInX and NCIS received awards for connectivity with and the successful use of the N-DEx System. NCIS received two FBI N-DEx Excellence in Information Sharing Awards, and the Rio Grande LInX Program received the FBI N-DEx Success Story of the Year Award—along with the Pueblo of Laguna Police Department and the Rocky Mountain Information Network.

NCIS Special Agent and Division Chief Kris Peterson stated, “NCIS, representing the D-DEx and LInX systems, is proud to be a strategic partner with the FBI and its N-DEx System in furtherance of law enforcement information sharing.”



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OPERATION THRIVE: An Action Plan for STRATEGIC WELLNESS SUCCESS

It is the invisible force that has the power to save or kill. It can make an agency grow or it can stifle an agency. It can provide or steal employees' most valuable moments with family and friends. It is employees' health status. Protecting and enhancing health is pivotal. In the March 2016 *Police Chief*, Ohio State Highway Patrol's Kristi Samples and Rodney Murphy put it succinctly:

It is irresponsible to wait and react to an officer losing a physical confrontation because of his or her health or fitness. Instead, the profession and police leaders need to proactively encourage all officers and challenge them to succeed in all aspects of their job and lives.¹

Overlooking health issues, particularly conditions such as heart disease, diabetes, and obesity, can be as dangerous as overlooking stealthy criminals attacking the workforce. Undetected high blood pressure can lurk as an invisible thief of health, without a single symptom, until the victim has a heart attack. What can possibly be done about it?

Operation Thrive

It's time to connect top health research and best practices into a system that strategically strengthens and energizes the workforce, while improving quality and length of life. It's time for innovative law enforcement wellness programs to step up to the task. The Seminole County Sheriff's Office (SCSO) has taken a firm step in the right direction by creating a cost-free wellness program known for positive measurable results. SCSO's wellness program features customized wellness initiatives that prioritize not only a reduction of injury risks, but also an increase in health improvements.

Specifically, by designing and implementing the SCSO Strategic Injury Risk Reduction Protocols, SCSO reduced the cost of injuries by approximately \$250,000 in 2016. SCSO also created and implemented the innovative Operation Thrive to inspire and equip employees to make healthy choices that reduce their risks of illness and chronic disease. Operation Thrive is an eight-week program that was designed using the latest

research, publications, and science-based best practices from the Wellness Council of America (WELCOA), Health Enhancement Research Organization (HERO), Centers for Disease Control and Prevention (CDC), National Strength and Conditioning Association (NSCA), American Council on Exercise (ACE), and the IACP—and directly inspired by the FBI National Academy Physical Training Unit.² In its first two years of implementation, Operation Thrive helped employees lose over 1,000 pounds of excess weight, log hundreds of thousands of minutes of exercise to meet and exceed the CDC's exercise quotas, and significantly improve nutrition. The program also helped employees regularly monitor their blood pressure, an action that identified several cases of previously undiagnosed hypertension. In addition to producing health improvements, the team building and camaraderie involved in Operation Thrive have become highlights of the agency's health benefit package.

What is the best part of Operation Thrive's success? These strategies are conveniently transferable to any size organization and are basically cost-free. Everyone of any physical ability level can join the movement to better health. The following core values and program development of Operation Thrive gave SCSO measurable results that reflect improved health status, workforce strength, and overall well-being.

Core Values

Once the decision was made to establish a wellness program for the SCSO, value was recognized in connecting comprehensive research with data on employee health, input on employee health preferences, and input from leaders and professionals within and outside the agency. To maintain cohesive direction in program development, growth, and expansion, the following three core values were established as a foundation for the wellness program.

Employees are the most valuable resource; therefore, protecting their health is pivotal for an agency to function.

The agency will equip and empower employees to improve their health and wellness because doing so will improve their lives both professionally and personally and, in turn, optimize the strength of the workforce. The CDC states, "A workplace health program aimed at keeping employees healthy is a key long-term human asset management strategy."³

The wellness program will be administered for and with employees, not to them.

Instead of simply issuing health and fitness expectations, the top priority will be paving a path that makes it both possible and probable for employees to lead healthy lifestyles that will naturally optimize their health. The agency will thus remain dedicated to continuously identifying challenges employees face when trying to lead healthy lifestyles, providing practical solutions that make optimal fitness and health achievable, and creating a workplace culture that is supportive of health.

"Perpetual optimism is a force multiplier."

This leadership rule of U.S. General Colin Powell, is a powerful motto for success.⁴ The agency will lead the wellness program with optimism. When employees face the setbacks of illness or injury, they will not be condemned. Instead, solutions to help restore and optimize their health will be provided.

Program Development: 5 Key Elements

The SCSO conducted comprehensive research on best practices in wellness program development and found the following five elements to be of highest importance:

1. Procuring and conveying wellness support from top management. Senior-level endorsement at the forefront helps to maximize wellness adoption by employees. Agencies can use three steps to secure senior-level endorsement. The first step is to identify the agency's key stakeholders (such as command staff or administration, who have the highest vested interest in agency performance). The second step is to show them the scientifically proven connection between employee health and performance. The third step is to present an evidence-based wellness program with clear goals that will produce measurable results over time.

Wellness program goals that are commonly supported by top management tend to prioritize reducing the most prevalent illnesses and injuries (which can be identified by reviewing aggregate reports of employee health status that are typically provided by the health insurance carrier and worker's compensation carrier). Best practices of wellness that agencies can leverage to achieve their goals include WELCOA's Seven Benchmarks, HERO's Research Studies, CDC's Workplace Health Model, NSCA, ACE, and the IACP's Center for Officer Safety and Wellness.⁵

After a wellness program is approved by top-level management, it will be important to convey their support to employees. This can be done by sending all employees a direct notification of the wellness program

launch, then periodically encouraging them to utilize and benefit from the program.

2. Procuring support from employees. Employees are more willing to pursue optimal health and fitness when they understand the importance and motivation behind the design of the wellness program. Therefore, it is important to create meaningful health awareness and share education that shows how optimal health can make everyone's lives better.

3. Guiding employee health improvements without constant spam. Narrowing

down today's voluminous health information into specific, science-based, practical tips and examples that are relevant to an employee's health needs and job description can be a great time-saver for employees. Doing so is a fairly simple process.

First, it's important to help employees understand their current health status, which can be done by offering confidential on-site health screening events conducted by the agency's insurance carrier. The basic tests which include blood pressure, body mass index (BMI) or body composition,



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blood glucose, and other easily measurable elements will help employees understand what they need to work on first.

Next, to help employees measurably improve their health and job performance, the agency will need to encourage employees to practice science-based healthy habits such as exercising, eating quality nutrition, getting adequate sleep, and properly managing stress. One way that the agency can assist employees in practicing these healthy habits is by providing exercise routines that are carefully aligned with job tasks and abilities (i.e., agility for foot pursuits, dynamic functional strength training for jumping fences, core strength training for take-downs, and muscle support needed to carry the gun belt and body armor). Another way the agency can assist employees in practicing healthy habits is to provide healthy nutrition guidance that shows respect for taste preferences, cost, convenience, sources, needs, and goals. It's important to note that it is not enough to encourage fruits, vegetables, lean meat, and whole grains. Officers should be considered tactical athletes who need to consume high-protein, low-sugar, portable meals and snacks—often in a vehicle. Additional helpful guidance that the agency could provide includes sleep tips that address proper alignment and shift work issues, along with stress management tips that address the long-term, ongoing stressors specific to law enforcement.

4. Empowering the strong to help the weak. When employees come together to improve health, a new norm is created and progress can soar. Operation Thrive has a Wellness Champions Network, which consists of employees who avidly practice a healthy lifestyle and influence their coworkers to do the same. Inclusiveness is important, so these employees need not be the most healthy or fit in the workplace, but they are actively and visibly practicing healthy habits while reaching their goals. Encouraging and rewarding this network of employees can create the positive momentum an agency needs to create and sustain a culture of health.

5. Measuring results. It is commonly recognized that what gets measured gets improved. There are four primary ways that the effectiveness of a wellness program can be measured.

The first is via worksite health scorecards. Authorities in the wellness industry assess wellness programs by the strength of their evidence-based health promotion interventions and scientifically based best practices. Some examples include the CDC Worksite Health ScoreCard, HERO Scorecard, and WELCOA's Well Workplace Checklist.⁶

A second way that the success of an employee wellness program can be measured is via improvement of employees' healthy habits and body composition. According to CALEA, fitness and health are directly related to injury risk.⁷ Likewise, the Harvard School of Public Health states,

long-term follow-up studies showed that so-called "abdominal obesity" was strongly associated with an increased risk of type 2 diabetes, cardiovascular disease and death, even after controlling for body mass index (BMI).⁸

It's clear that employees who practice daily healthy habits will naturally optimize their health, fitness, and body composition. Employee success can be measured using the simple and fun point-based Challenge System of SCSO's Operation Thrive. Individuals and teams can earn points in any or all of the following three challenges: (1) the Healthy Habits Challenge (employees earn points for leading a healthy lifestyle of exercising, lowering daily sugar intake, attaining adequate sleep, and having regular blood pressure tests); (2) the Weight Loss Challenge (employees earn points for losing excess weight so that duties and tasks can be efficiently performed while minimizing risk of bodily harm or death); and (3) the Body Circumference Reduction Challenge (employees earn points for losing excess inches, with emphasis in the waist, but also in the arms and legs).

A third way that the success of an employee wellness program can be measured is via improvement of employee health as shown in aggregate health reports. The starting annual aggregate report from

insurance carriers can be compared to the current aggregate report to assess trends in overall employee health status, particularly in the total number of illnesses and injuries. Over time, the positive impact that a wellness program provides will be reflected. Maintaining zero increases is usually considered a success in the wellness industry, due to the aging of existing staff normally outpacing the hiring of new, young, healthier employees.

A fourth way that the success of an employee wellness program can be measured is via employee satisfaction surveys. The perspective of employees reflects their true engagement and is important to plan for the changing needs and interests of employees.

Open Invitation for Participation

In its second year, the SCSO's Operation Thrive Wellness Challenge had the honor of being recommended to other agencies by the FBI National Academy's Physical Training Unit. It has since been used by other agencies without creating a daunting or expensive task. Participation is simple, as everyone is invited to track their personal progress with the user-friendly, one-page Operation Thrive Success Tracker. Most agencies form teams, but individual participation is also welcomed. At the conclusion of each annual Operation Thrive Challenge, all participants simply email their Success Tracker to Wellness Program Manager Nice. She prepares aggregate reports, which meet HIPAA requirements, and sends them to participating agencies, along with qualifying Operation Thrive award certificates and challenge coins.

Seminole County Sheriff Dennis Lemma, SCSO command staff, and Wellness Program Manager Mandy Nice are extending an invitation to everyone to join the annual challenge. Operation Thrive materials will be shared free of charge in digital form. Input on the program is welcomed and can be used to continually refine the program design. Collaboratively, everyone can and should protect the health of their agency's most valuable asset—the employees—through teamwork, innovation, and developing and sharing best practices. ♦

Notes:

¹Kristi L. Samples and Rodney D. Murphy, "The Connection between Physical Fitness and Officer Safety," Officer Safety Corner, *The Police Chief* 83 (March 2016): 12–13, <http://www.policechiefmagazine.org/officer-safety-corner-the-connection-between-physical-fitness-and-officer-safety>.

²Wellness Council of America (WELCOA), "WELCOA's Seven Benchmarks," <https://www.welcoa.org/services/build/welcoas-seven-benchmarks>; Health Enhancement Research Organization (HERO), "HERO Research Studies," <http://hero-health.org/research-studies>; Centers for Disease Control and

Prevention (CDC), "Workplace Health Model," <https://www.cdc.gov/workplacehealthpromotion/model/index.html>; HERO, *HERO Health and Well-being Best Practices Scorecard in Collaboration with Mercer*, <http://hero-health.org/wp-content/uploads/2016/07/HERO-Scorecard-Overview.pdf>; National Strength and Conditioning Association, <https://www.nscs.com/Home>; American Council on Exercise, "ACE Fitness Research," <https://www.acefitness.org/professional-resources/fitness-research.aspx>.

³CDC, "Wellness at Work," <https://www.cdc.gov/features/workingwellness>.

⁴Colin Powell and Joseph E. Persico, *My American Journey* (New York, NY: Ballantine Books, 2003), 613.

⁵WELCOA, "WELCOA's Seven Benchmarks"; HERO, "HERO Research Studies"; CDC, "Workplace Health Model"; National Strength and Conditioning Association; American Council on Exercise, "ACE Fitness Research"; International Association of Chiefs of Police, "Center for Officer Safety and Wellness," <http://www.iacp.org/COSW>.

⁶CDC, *The CDC Worksite Health ScoreCard*, updated January 2014, https://www.cdc.gov/dhds/pubs/docs/HSC_Manual.pdf; HERO, *HERO Health and Well-being Best Practices Scorecard in Collaboration with Mercer*; WELCOA, *Well Workplace Checklist*, <https://www.welcoa.org/well-workplace-checklist>.

⁷Jay E. Smith and G. Gregory Tooker, "Health and Fitness in Law Enforcement: A Voluntary Model Program Response to a Critical Issue," *CALEA Update Magazine* 87, <http://www.calea.org/calea-update-magazine/issue-87/health-and-fitness-law-enforcement-voluntary-model-program-response-c>.

⁸Harvard School of Public Health, "Waist Size Matters," <https://www.hsph.harvard.edu/obesity-prevention-source/obesity-definition/abdominal-obesity>.

Mandy Nice is the wellness manager at Seminole County Sheriff's Office in Sanford, Florida, and is certified by the National Strength and Conditioning Association. She has more than 10 years of experience in health and fitness programming and is a recipient of a National Community Leadership Award from the President's Council on Fitness, Sports & Nutrition. Her clients have included several national corporations and city, county, and state governments.



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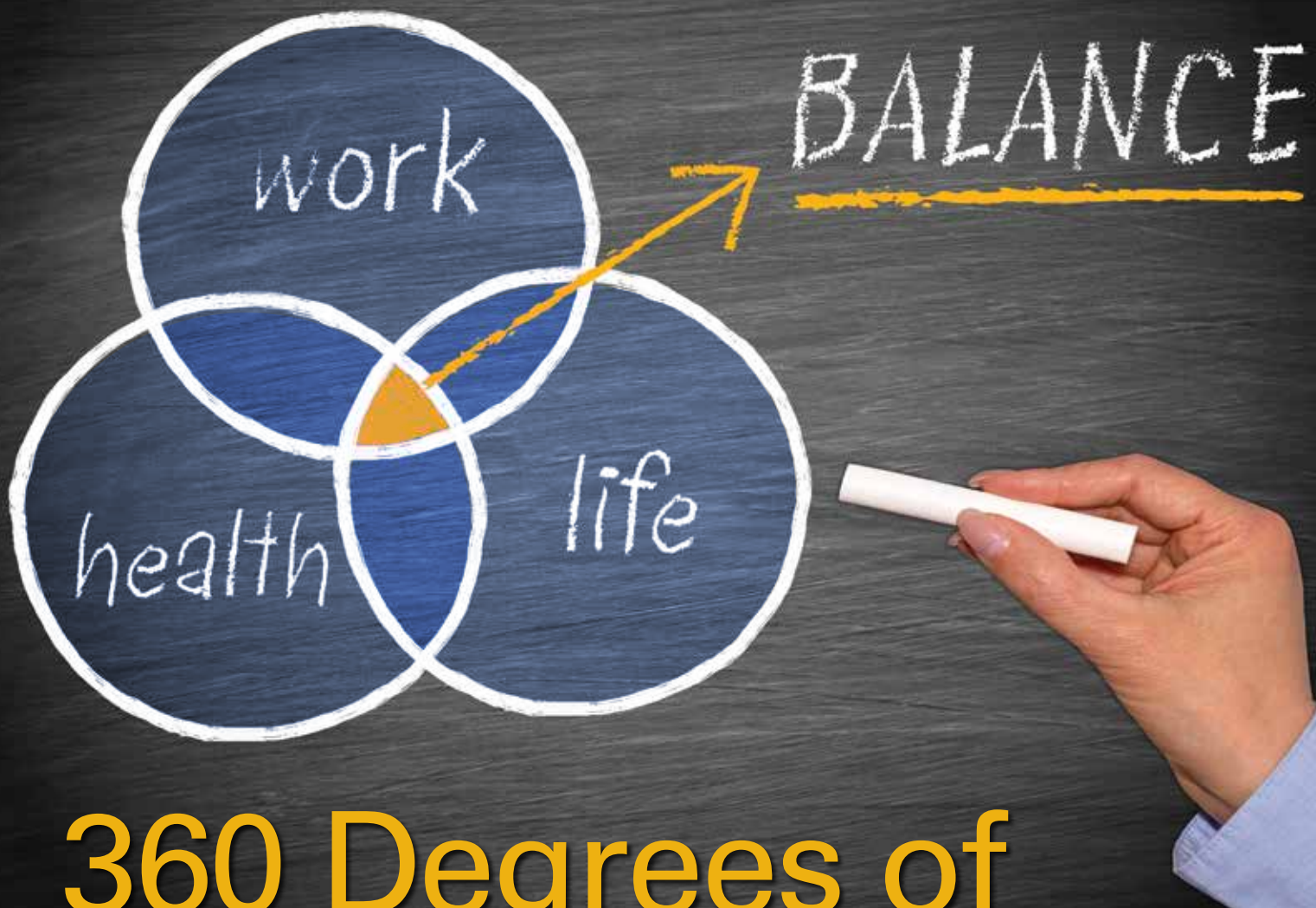


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360 Degrees of SELF-SURVIVAL

By John Weinstein, Lieutenant,
Northern Virginia Community
College Police Department

It's been a bad couple of years for law enforcement. Conflicts over officer actions, including officer-involved shootings, have strained relations between U.S. police and the communities they serve, giving rise to responses such as the Black Lives Matter movement. According to a 2016 survey by Gen Forward, two-thirds of young black people and 4 in 10 Hispanics say they or someone they know has experienced violence or harassment at the hands of the police.¹ Officers have been baited, stalked, and ambushed, and the number of officers killed in the line of duty is rising precipitously.² Law enforcement has been under a microscope before—the field experienced similar scrutiny and criticisms in the 1960s.

In both instances, law enforcement re-emphasized the way officers are trained (e.g., greater and more formal training on

officer safety, sensitivity and cultural diversity, and the First Amendment) and endured FBI investigations of departments, presidential pronouncements, lawsuits, and trials. The current period of high scrutiny has also led to mandates for body cameras in some jurisdictions and new community outreach initiatives. Many of these initiatives are good, some not so much, and others are just counterproductive.

Unfortunately, one major area that needs urgent attention is often missing from the conversation: day-to-day officer psychological well-being. Typically, the practice is to wait until an officer-involved shooting or some other crisis occurs and then offer psychological counseling during the aftermath. However, this reactive approach is not enough. What's needed now, today, is an ongoing approach to spiritual and

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psychological balance and wellness that empowers individual officers to deal with the dangers; community criticisms; and resulting anger, cynicism, resentment, and even self-doubts caused by the current toxic environment.

Law enforcement leaders need to emphasize the following aspects of well-being to their officers, in conjunction with the critically important emphases on officer safety, cultural diversity and sensitivity, courtroom testimony, and the legal code.

11 Elements of Officer Well-Being

1. Remember that law enforcement is about service. While officers must possess extreme self-confidence in their training and ability to perform a difficult job, they must also remind themselves that unbridled ego and overconfidence can be destructive. Those characteristics prevent people from displaying the empathy so critical for effective communication. Ego can become corrosive when it causes officers to forget that the service (as in “protect and serve”) they provide entails subordination by definition. Law enforcement exists to serve the public. If that role is ruined by self-gratification, individuals will become cynical over time, and this cynicism gets in the way of their ability to listen and their willingness to serve.

2. Approval and esteem come from within. It’s always gratifying to be recognized for one’s accomplishments, but requiring or expecting accolades from others is not sustainable or healthy. Of course, individuals seek promotions as a route to the greater responsibilities that enable them to do more to serve the public. However, officers’ self-esteem comes from their internal knowledge that they have done their best in trying situations and that their motives are governed by an altruistic desire to make their communities safer and to help others.

3. From adversity comes strength. By nature, people seek to avoid conflict and destructive situations. Unfortunately, danger and stress

are as much parts of law enforcement as the uniforms and equipment. Officers must recognize that stressful situations and even the occasional physical lumps they experience can be sources of strength. They teach lessons about what not to do in the future and how to be safer and more effective. Converting the negatives into strengths makes individuals stronger and more effective officers who can serve as inspirations to their colleagues.

4. Learn how to deal with failure. Trainer and former K9 SWAT officer Yelena Pawela asks, “Are you training to lose? If not, why not?”³ In the academy and at most trainings, officers are trained to overcome defeat and to always win. This is good. However, are they also being trained on what to do when they fail, to understand why they failed, how to minimize the consequences of that failure, and to profit from their failures? If not, they do not have all the tools they need to succeed from a long-term, career perspective. Officers who cannot countenance failure are brittle and inflexible and, in time, will break under the pressure of failure because they will become prey to cynicism, self-doubt, and self-protection.

5. Communicate. The abilities to provide consistent and meaningful information, both verbal and non-verbal, and to receive this information from those with whom one interacts, are essential to sound decision-making. In interview and interrogation training, officers are taught to observe people’s behaviors, and officers on the street are told to watch a person’s hands and eyes because their words can belie their subsequent actions. However, officers must also be trained to recognize when their own non-verbal cues are contradicting their words and undermining their intent. Effective communication, whether through Verbal Judo training or other means, is the most powerful tool an officer possesses. Unfortunately, after hundreds and even thousands of calls, officers often settle into patterns of behavior that might not serve them well.

6. Draw strength from others. Officers are expected to be independent and self-assured—they need to be. However, these same traits can discourage officers from seeking help when they need it. Command staff has a responsibility to reduce the perceived stigma of asking for assistance from a police psychologist or chaplain and to create an environment in which officers can reach out to colleagues and leaders when dealing with problems stemming from their difficult jobs. This requires command staff to be attentive to the often subtle signs of an officer struggling with self-doubt, anger, cynicism, or other difficult emotions. Leaders need to create avenues of interaction that encourage officers to draw strength from their colleagues, their families, and the community.

7. Maintain a sense of humor. Every officer has probably said “you can’t make this stuff up.” Law enforcement personnel see scores of silly and bizarre things every day. Recognizing the humor in these situations—and even the ridiculous—can help keep a smile on officers’ faces and bring balance to the difficult and even gruesome tasks they must sometimes perform. Similarly, officers need to be able to see the humor in their own actions; for example, ending roll call with a few humorous anecdotes can lighten the load as well as be instructive.

8. Appreciate the little things. If officers go through their official lives as automatons, they fail to recognize and appreciate the little things, such as a kid in a car seat waving at them, someone thanking them for their service, or a 30-second friendly conversation at a coffee shop. It’s these little things that remind officers that they are the “good guys,” and, despite the criticisms of some, they are liked and respected in the community. This sense of appreciation can keep officers balanced and give them the strength to go to the next call.

9. Treat every act as an offering. Teach officers to consider everything they do as an offering to the community they serve. A traffic citation is better viewed as something that will keep the streets safer than a statistic, and removing a substance abuser from the street is best viewed as protecting motorists and an opportunity to get someone needed help rather than an arrest. Treating their



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actions as offerings reinforces the sense of service, reduces cynicism, and builds officer self-esteem.

10. Listen and maintain perspective.

An officer may work hundreds, even thousands, of traffic accidents, domestic assaults, and traffic violations during a career. For many officers, these are routine, and it's common to tend to follow scripts borne from experience. Officers need to remember that while these activities are routine for them, they are not routine for the people with whom the officers interact. A traffic citation is often a big deal to the speeder, and it's important to maintain a sense of compassion while doing the job. Further, the officer doesn't know all the stresses of a speeder or an at-fault driver in a crash. Compassion and empathy may keep officers safe, and the offender will often appreciate the officer's professionalism, even if he or she received a citation. More importantly, officers should remember that how they act today will shape the interactions of that driver with the next officer he or she meets, so their actions today may affect another officer's safety tomorrow.

11. Maintain balance. Over the years, most officers' friends become less diverse. Officers will party with other cops, go to cops' weddings, and associate with their "own kind," largely because those are the people with whom they spend their time and who understand the life of an officer. However, officers will benefit if they make an effort to maintain their hobbies, friendships, and other associations outside law enforcement. This will give officers a better perspective on their community, which will make them more attuned to serving it. This advice is even more critical for officers' families. The high divorce rates for police officers attest to the fact that the job is stressful. Shutting out loved ones, even if due to a well-intentioned desire to spare them from brutality, undermines healthy relationships and, in time, reduces an officer's own ability to confront his or her difficult job responsibilities. Family is a source of strength, and those support systems need to be maintained as much as one's duty equipment. Both will make an individual a safer and more effective officer.

A Final Thought

The responsibilities and experiences of a law enforcement officer are remarkably diverse and demanding. The initial uncertainties and potential dangers of each interaction require split-second decisions that can result in extreme gratification, injury, and even death (including that of the officer)—or anything in between. What is certain, however, is that whatever an officer does will be reviewed and, if necessary, criticized by superiors, colleagues, friends and families, and the community at large.

Dealing successfully with such uncertainties and scrutiny requires the wisdom of Solomon, the courage of David, the patience of Job, and greater vision than Jonas. As George C. Scott mused in *Patton*, upon the death of his aide, "Where do we find such men [and women]?"⁴

Such heroes are not "found"; they are made. Naturally, the officer recruitment process looks for people who have certain prerequisites, such as the ability to communicate, judgment, courage, and a strong sense of ethics. But this high-quality clay must still be molded, and this molding is the object of initial training, officer development, and continuing leadership training. At the same time, leaders must ensure the clay does not become too brittle lest it fracture. It is the obligation of leaders to create balanced officers, strong in both policing skills and psychological and spiritual grounding, who can meet the rigors of law enforcement. This task of leadership includes more than just exhortation in roll call training; it also includes creating an environment in which individual officers feel empowered to develop the full range of awareness and capabilities described above—an internal armor, so to speak—to succeed. Lacking internal armor is just as dangerous as lacking the other tools of an officer's trade and is likely to result in officer burn-out, cynicism, poor judgment, and

other behaviors that jeopardize the individual officer, departments, and the confidence of the communities they serve. ♦

Notes:

¹The article describes a racial divide. "About 6 in 10 young adults consider the killings of black people by the police and violence against the police as extremely or very serious problems, according to the poll. But young black people and Hispanics see killings by police as more serious problems and young whites see violence against the police as more serious." See "Minorities Face Endemic Harassment From Police," *Columbia Daily Tribune*, August 4, 2016, http://www.columbiatribune.com/news/minorities-face-endemic-harassment-from-police/article_5d21c1b8-fc7d-59d4-9189-bca455275a7b.html.

²Christopher Ingraham, "Ambush Killings of Police Officers Has Hit a 10-Year High," *Washington Post*, November 21, 2016, https://www.washingtonpost.com/news/wonk/wp/2016/11/21/ambush-killings-of-police-officers-has-hit-a-10-year-high/?utm_term=.678697ffc2c6.

³Paul Pawela, "Are You Training to Lose? If Not, Why Not?" *The Chief of Police* 31, no. 1 (Spring 2016): 24–25.

⁴*Patton*, directed by Franklin J. Schaffner (1970; 20th Century Fox), Film.



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By John M. Violanti, PhD, New York State Police (Ret.), Research Professor, State University at Buffalo, New York, and Deborah J. Campbell, Colonel (Ret.), New York State Police, Consultant/Instructor, IACP

"The strongest factor related to unit resilience is officer leadership.... Good leaders make a very big difference under high-stress conditions."¹

—Paul Bliese, Colonel, U.S. Army

There is no doubt that law enforcement is a stressful occupation. The need to adjust and adapt to changing circumstances is continuous in law enforcement, and the ability to make a split-second judgment is critical to avoid unnecessary harm to the public, to coworkers, and to oneself. Police officers are exposed to physical harm, shift work, long work hours, victims of violence, and tragic events. In the wake of tragedies such as the Sandy Hook Elementary school shooting, the Orlando night club murders, the murder of five police officers in Dallas, the stabbing death of a London police officer, and other acts of violence and terrorism, it is important to address how to reduce the deleterious psychological aftermath on law enforcement officers who must deal with these tragedies.

Given the difficult demands of their jobs, officers must remain ready to perform well despite high levels of stress. It is therefore important for law enforcement leaders to utilize proactive measures for their personnel. An integral part of maintaining and even improving performance under stressful circumstances is increasing the resiliency of officers.

What Is Resilience?

Originally, "[t]he term 'resilience' has its roots in materials science, where it is defined as 'the ability of a material to absorb and release energy within an elastic range.'"² The idea has moved over to psychology, where resilience is considered as the ability to adapt successfully in the face of adversity, trauma, tragedy, or significant threat.³

BUILDING RESILIENCY: A Protective Leadership Strategy for Increasing Performance

There are three primary skills encompassed by resilience that help officers adapt to stress:

- *Recovery* is the ability to rebound from a negative impact of stress and quickly regain equilibrium.
- *Sustainability* is the ability to not be disrupted by stressors and to stay engaged in work, family, and social life.
- *Growth* refers to the possibility that, as a result of stressful experiences, officers learn to better adapt to future stress.⁴

What Can Leaders Do to Increase Resilience?

Leadership is critical for building individual and organizational resilience. Leaders who are resilient are crucial in creating a culture

of resilience in an organization.⁵ There are three important areas of focus for leaders seeking to effectively increase resilience: (1) foster commitment to the department, (2) allow personnel some sense of control over their work, and (3) provide a challenging work environment.⁶ Table 1 describes the “dos and don’ts” of these three points. According to the National Institute of Occupational Safety and Health (NIOSH), there are several additional ways to help foster a resilient personnel, including the following:⁷

- **Develop a “human-centered culture.”** Promote respect and encourage active worker participation, input, and involvement throughout the agency. A human-centered culture is built on trust, not on the fear of punishment.

Table 1: Focus Areas for Increasing Resilience

COMMITMENT TO THE DEPARTMENT	
How to Build Commitment	How to Destroy Commitment
<ul style="list-style-type: none"> • Support officers’ attempts to express their own ideas; use their skills and talents to get tasks accomplished • Give recognition, awards, praise for accomplishments • Plan teamwork & cohesion building activities • Provide meaningful tasks where progress is visible • Support individual development • Be fair; do not show favoritism • Spend time with your officers • Share hardships with your officers • Provide information about what you are doing and why 	<ul style="list-style-type: none"> • Do not look for feedback or input • Criticize and denigrate initiative • Be self-absorbed and self-promoting • Live apart and take special privileges for yourself • Be unfair or stingy with rewards, recognition, or benefits • Avoid direct interactions with your people • Provide information to only a limited few • Show favoritism • Show no interest in officers’ individual aspirations • Impose undue travel and local contact restrictions
PROVIDING A SENSE OF CONTROL	
How to Build Control	How to Destroy Control
<ul style="list-style-type: none"> • Provide tasks that are challenging but within officers’ capabilities to achieve • Establish graduated training programs: crawl—walk—run • Provide resources and time needed to accomplish goals • Set achievable standards • Build on success; seek short-term wins to build on 	<ul style="list-style-type: none"> • Give too many tasks for available time • Give too difficult tasks for officers’ skill levels • Criticize and punish for failure • Do not listen to feedback • Do not provide needed resources
PROMOTING CHALLENGES	
How to Build Challenges	How to Destroy Challenges
<ul style="list-style-type: none"> • Always emphasize value of change for learning • Incorporate surprises and variation into schedules • Model enjoyment, fun in variety • Be willing to change the plan to meet changing circumstances • Treat failures as opportunities to learn 	<ul style="list-style-type: none"> • Avoid change or surprises at all cost • Never take a risk • Restrict innovation and experimentation by requiring rules and permission for everything • Never change the schedule • Blame others for mistakes and failure • Denigrate others for failure

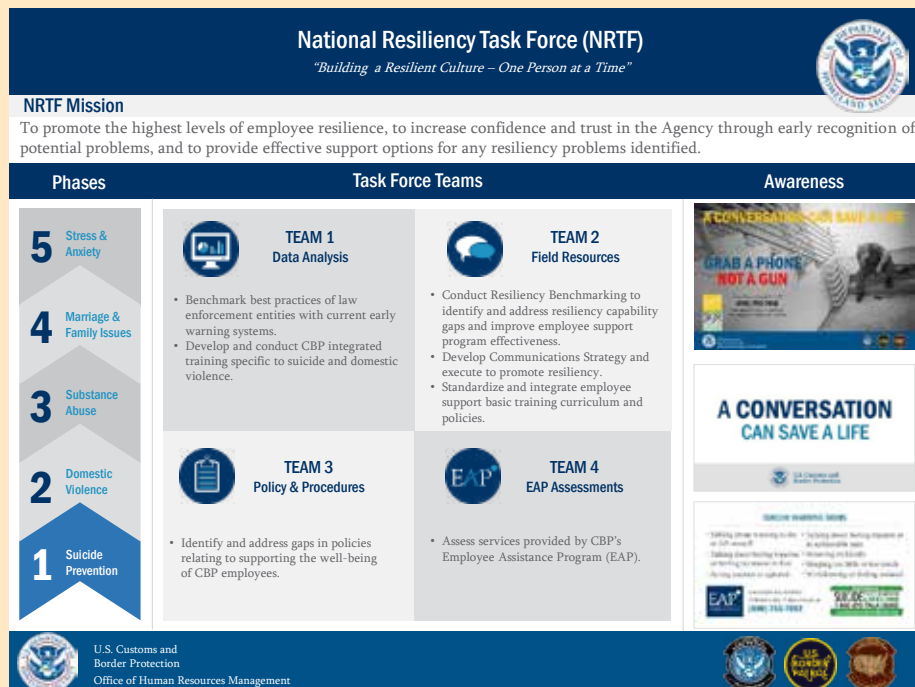
CBP NATIONAL RESILIENCY TASK FORCE

With more than 60,000 employees, over 45,000 of whom are law enforcement personnel, U.S. Customs and Border Protection (CBP) is one of the world's largest law enforcement organizations and is charged with keeping terrorists and their weapons out of the United States while facilitating lawful international travel and trade. The stressors facing those in this complex and challenging environment are many, including the fact that CBP officers and agents experience more assaults than those in any other U.S. law enforcement agency.*

As in many other law enforcement agencies, CBP personnel face additional stress factors due to their law enforcement mission. These stressors contribute to overall stress, anxiety, and other emotional considerations. Coupled with common personal pressures, such as financial, marital, or family difficulties, this additional stress creates a dynamic where people are at a higher risk of significant health issues. Since 2007, 88 CBP officers and agents have committed suicide, including 10 within the past year.†

The leadership at CBP recognizes that the health and well-being of its workforce is vital to its success as an organization and to the creation of a healthy and productive work environment. Recently, Acting Commissioner Kevin McAleenan tasked Assistant Commissioner Linda Jacksta and Deputy Executive Assistant Commissioner John Wagner with enhancing and developing a robust resiliency program, which resulted in the creation of the CBP National Resiliency Task Force (NRTF)—a grassroots prevention and intervention plan based on workforce input.

The NRTF, currently lead by Chief Patrol Agent Austin Skero, bolsters CBP's efforts in the area of building resilience by focusing on at-risk employees and addressing critical issues facing the workforce, such as suicide, domestic



violence, substance abuse, marital or family issues, and stress and anxiety.

The task force is currently targeting suicide prevention through the efforts of four working groups:

- Data Analysis
- Field Resources
- Policy & Procedures
- Employee Assistant Program Assessment

Members assigned to these working groups have correlated data from past suicides to better understand the scope and nature of this phenomenon in CBP, with the hope that safeguards can be put in place to recognize signs and symptoms of severe stress and anxiety before it's too late to prevent such tragedies.

Assistant Commissioner Linda Jacksta, who oversees this task force said,

We are committed to the overall well-being of our workforce, and we must increase our emphasis on resilience to help employees recognize problems and empower them and encourage them to seek help early on. This is why we are working to build a permanent resiliency program with long-term sustainability.‡

The leadership at CBP recognizes that the health and well-being of its workforce is vital to its success as an organization...

Notes:

*U.S. Customs and Border Protection (CBP), "CBP Use of Force Statistics," March 13, 2017, <https://www.cbp.gov/newsroom/stats/cbp-use-force>.

†Linda Jacksta (assistant commissioner, CBP) and Austin Skero (executive director, CBP), interview, 2017.

‡Ibid.

WOMEN LEADERS IN POLICING: Building Resiliency Across Genders

Research has shown that it can be more challenging to build resiliency if individuals do not feel a bond with their peers and has verified the importance of building strong, supportive social networks.* Within law enforcement agencies, this can be an obstacle for female officers since women remain underrepresented within the law enforcement profession. Having the opportunity to share concerns and experiences in a safe environment with others who might be experiencing similar issues can contribute to the confidence, optimism, and the sense of empowerment necessary to build resiliency.

In 2013, the IACP launched a training initiative called the Women's Leadership Institute (WLI), which offers participants the opportunity to meet and network with women in a safe environment

where they learn leadership skills, focus on strategies to build their resilience, and develop goals and plans for their own success within their agencies. To date, more than 1,400 women holding both sworn and support positions within law enforcement agencies have attended this one-week training course, which has taken place in the United States, Nepal, Canada, and South Africa and included participants from more than 20 countries, with extremely positive results.†

Retired NYSP Colonel Deborah Campbell serves as an instructor for the WLI program and says,

the amazing thing about this training program is the transformation we see from Sunday night when we open the program to Friday afternoon when they graduate and depart. It

is very empowering for the women who leave the Institute with more confidence in their abilities to succeed (both at work and in their home lives) and a new support system that they can rely on as they move forward.‡

Notes:

*Shelley E. Taylor, et al., "Biobehavioral Responses to Stress in Females: Tend-and-Befriend, Not Fight-or-Flight," *Psychological Review* 107, no. 3 (2000), 411–429.

†Karen Offringa (Education, IACP), email, March 24, 2017.

‡Deborah J. Campbell (retired NYSP colonel and WLI instructor), interview, March 24, 2017.

- **Demonstrate leadership.** It is critical that leaders demonstrate a commitment to worker health and safety, reflected in both their words and actions.
- **Engage mid-level management.** Supervisors and managers at all levels (e.g., sergeants, lieutenants, captains) should be involved in promoting wellness programs, including those that promote resiliency. Active involvement of first-line supervisors is the key to integrating, motivating, and communicating with officers.
- **Be consistent.** Officers' and staff's willingness to engage in resiliency programs may depend on perceptions of whether the work environment is truly supportive of these programs or activities.
- **Promote employee participation.** Ensure that officers are engaged to identify relevant issues and are active contributors to solutions.
- **Adjust the program as needed.** If the approach doesn't work, adjust it until it does.
- **Communicate strategically.** Leaders should communicate early and often—providing updates to leadership and patrols. Consistent, targeted, effective communication is essential to a program's success.

How Will I Know If My Program Is Working?

Certain results can be used to determine if a program is working.

- **Turnover**—Has the number of officers staying with the department or leaving changed?
- **Sick Leave**—Has the use of sick leave decreased since the program was started?
- **Workers' Compensation**—Have workers' compensation claims gone down?
- **Accidents and Injuries**—Have on-the-job accidents and injuries (including line-of-duty deaths) decreased?
- **Employee Assistance Program**—Is it effective? Are officers using it?
- **Atmosphere**—Is there a healthy work environment where people feel safe enough to approach leaders with issues and concerns—and feel energized enough to be fulfilled at work?

One way to track this could be through an officer survey that asks about their work and perceptions of leadership.

In sum, one of the best ways to increase resilience is to let officers know that they matter—that the agency cares about them. This is essential because law enforcement officers are called upon repeatedly to deal with increasingly complex and threatening incidents in their work. Caring is best demonstrated through effective leadership and an ability to communicate with members at all levels of the organization—through actions, not just words. In the long term, a resilient officer has a far better potential for positive outcomes and performance in this difficult and stressful occupation. ♦

Notes:

¹Paul Bliese, "Leadership Effectiveness and Resilience," in *Building a Resilient Workforce: Opportunities for the Department of Homeland Security: Workshop Summary* (Washington, DC: National Academies Press, 2012), 78, <https://www.ncbi.nlm.nih.gov/books/NBK201573>.

²Updesh Kumar, ed., *The Routledge International Handbook of Psychosocial Resilience* (New York, NY: Routledge, 2016), 355.

³Sarah R. Horn, Dennis Charney, and Adriana Feder, "Understanding Resilience: New Approaches for Preventing and Treating PTSD," *Experimental Neurology* 284 (2014): 119–132.

⁴John Reich et al., "Resilience Science and Practice: Current Status and Future Directions," in *Continuity versus Creative Response to Challenge*, eds. Marek J. Celinski and Kathryn M. Gow (New York, NY: Nova, 2011), 33–50.

⁵George S. Everly, "Resilient Leadership: Building an Organizational Culture of Resilience" (presentation to the IOM Committee on DHS Workforce Resilience: Meeting 1, Washington, DC, December 13–14, 2012).

⁶Paul Bartone (National Defense University), personal communication, used with permission, March 7, 2017.

⁷The complete set of guidelines can be found on the National Institute of Occupational Safety and Health (NIOSH) website. NIOSH, "Total Worker Health," <https://www.cdc.gov/niosh/twh/essentials.html>.



By Sara Denning, PhD, Founder,
Adaptive Behavioral Health, Inc.

HUMANIZING THE STRESS OF POLICING

A Non-Diagnostic Approach to Teaching Stress Resilience

Experiential learning in life is an asset that needs recognition as a vital part of training in individuals' resilience to stress. Similar to the characters in a computer game where experiences result in a gain or loss of life force, people's experiences create adaptive behaviors that can be both useful and potentially dangerous. Due to the coherent nature of self, life experiences of stress and anxiety can be applied to develop resilience to predictable stress. This is a human way of using stress as a tool to prevent more intense and deregulating symptoms of anxiety.

The stigma of clinical psychology is often a deterrent for most people who do not want a mental health diagnosis of their personal lives that might influence professional evaluations and duties.¹ Correspondingly,

organizational wellness programs have indicated that personnel are more willing to participate in medically oriented evaluations with a focus on prevention such as weight loss and smoking cessation. Additionally, in 2013, Thomas Insel, as director of the National Institutes of Health, changed regulations for research from the standard DSM diagnosis approach toward science-based treatments because clients "deserve better."² With a non-diagnostic stress reduction program in place, police psychologists and medical personnel can concentrate on treatment of more symptomatic individuals.

The Science of Stress Reduction

The science of self-directed behavior can be used for stress reduction because the

brain is naturally alert to recognize, assess, predict, and prevent high levels of anxiety. The emerging field of social-affective neuroscience informs the process of addressing stress in the context of daily life as an active intervention.³ Teaching participants to step into daily stresses to create a reference for new experiential learning and adaptive behaviors brings the opportunity to use real life as a classroom for change. Therefore, behavioral training in stress resilience can be an individual non-diagnostic "treatment" with the self-directed goal of discovery and resolution.

The neuroscience underlying stress is now available to teach as part of training programs. This recent understanding of stress as a result of biological and biographical adaptive

behaviors comes from a few breakthroughs over the past 10 years.⁴ These breakthroughs have revealed that the buildup of daily stress hormones into what is referred to as allostatic load shows that when the body produces an overload of cortisol, epinephrine, and norepinephrine, it changes manageable stress into anxiety, which, over time, causes damage at the cellular (neuron) level of the nervous system.⁵ However, new, productive stress experiences can increase the flexibility of the brain and reverse damages to neurons.⁶ Ongoing research has made it increasingly clear that the brain adapts throughout life to social and emotional cues and meaning derived from an individual's experiences, which promote or reduce a productive response to stress.

What are these social and emotional factors, and how can they be used to reduce stress? Policing is a stressful job in all its forms of social, emotional, and physical exposure in multiple environments.⁷ Waking up to the expectations of the job affects morning hormone levels, which are naturally high due to normal waking circadian rhythms. At end of day, stress levels need to be lower so that healthy sleep can occur. These daily cycles prompt multiple systems to respond by regulating appetite, digestion, sleep, alertness, muscle tone, and more, but daily exposure to higher levels and intensity of stress (such as that experienced by law enforcement officers) can result in a continuous build of stress loads in many of these systems. The good news is that daily exposure to a solution-based program has been shown to lower stress to averages of 3.5 on a 10-point scale and create increased resilience in participants.

Building Resilience in First Responders

Resilience research by clinical psychologists and psychiatrists for first responders shows that more professional training might not be the only key to working productively. Instead, daily life stress levels come into play to influence performance and physical well-being. Effective resilience training is similar to a smoking cessation program that turns collected personal patterns and themes into useful practical information. Behavioral tools for change are developed in personal environments, as well as professional settings, for continuous self-directed experiments to lower the daily stress load. The key is to develop resilience by promoting non-clinical stress reduction for all personnel.

Good professional behaviors can mask the external signs of stress and anxiety, and it may appear that no stress is being experienced. Meanwhile, internally the brain is processing social meaning and working through possible reactions and potential solutions based on time, place, who is present, physical ability, emotional escalation, and many more factors. The brain is the commander as

it processes and directs internal and external behavior: neuroendocrine, skeletal muscle tension, respiration, heart rate, similarities, relevant experience, and potential outcomes. Biomarkers of sweat, muscle tone, nausea, and stomach acid are obvious and can be useful in training to determine stress levels from 0 to 10 and to kick start productive evaluation of response choices. This is how applied neuroscience goes beyond cognition by engaging the precursor located systems deep in the brain.

Research has shown that 14-year-old girls, young mothers, and people in public parks can be quickly taught to identify biomarkers of physical social and emotional values and employ a stress scale assessment as the first step toward stress reduction.⁸ When random participants were solicited in New York City, participants showed good self-reports when medical and social symptoms were clearly defined in a multiple-choice format.⁹

Individual perceived control is a crucial aspect of the origin and manifestation of prolonged stress and consequential anxiety. A wide range of participants has shown that the training in identifying and understanding biological and biographical experiences that evoke a current anxiety response has meaningful results in individuals' perceptions of control.¹⁰

A Scientific-Based, Solution-Driven Approach

An approach to stress reduction that is neuroscience-based and solution-driven addresses the typical simultaneous "systems response" to stress signals, while teaching self-appraisal and productive engagement. According to appraisal theorists, the sequence of events begins with a relevant situation, giving rise to appraisals that constitute the individual's assessment of the situation's familiarity and personal relevance. An individual's perception of low or no control over a stress trigger in the environment and the inability to make sense of why and how the experience occurred are major factors influencing the escalation of stress into anxiety. With training, individuals can learn to recognize stress triggers and physical biomarkers, eventually leading to an ability to regulate current and future emotions and behavioral reactions to the triggers.¹¹ Familiarity is more prominent in the brain-body superhighway—called the hypothalamic pituitary adrenal (HPA) system—and can reduce both the biologic consequences of hormonal activity and feelings of anxiety.

As a result of research, treatment and prevention programs using biomarkers and biofeedback have been designed for those who suffer from chronic stress.¹² Learning to use stress as an early warning system to stop

HOW THE 10-LEVEL STRESS SCALE WORKS

On a scale of stress levels, ranging from 1 (low) to 10 (high), when an individual reaches levels 8, 9, and 10, biology takes over, fear has turned into panic, and anger into action—thus, control is not easy to regain. These are extremes of biologically driven reactions, and changing or halting these as they occur is like trying to stop a moving train. For this reason, training to gain predictive and preventive control only works up to level 7 (strongly felt physical and emotional reactions). After practice in levels below that range, most upper-level experiences are preventable.

Most practice and prevention take place at level 4 (frustration) and level 5 (busy in resolution of problem), if possible.

Example:

Biomarker – tight chest, sarcastic, fidgeting (Level 4)

Solution – interrupt to slow down process

Internal approach – Stop. Wait, of course I am reacting this way = biography: I am usually the one who [fill in the social roles, expectations, assumptions of others, etc.]. What do I need for myself right now? What do I want for myself? What can I try? Should I try that now or when? What would be good and enough?

(This level of learning is the typical outcome of only two hours of training. More in-depth personal experiences are mined by the participant in a full three-part tutorial.)

INDIVIDUAL DIFFERENCES

Stress gets evaluated as experience occurs and the brain replays experiential learning to inform the current reaction. For example, Person A's level 10 panic attacks happen when he gets physically cued by pain at level 8. Professionally, Person A has had multiple dangerous experiences that push him into intense muscle pain and headaches. His level 3–4 frustrations at home are well tolerated because he has lived in moderate stress most of his life and is well adapted with good coping skills.

Person B's level 10 experiences have occurred only twice, both five years ago during a divorce and will never happen again because she adapts by drinking a lot of wine when she feels overwhelmed at level 6. This adaptation would be fine if she knew when to stop, but instead the drinking causes emotional problems at home and a severe lack of focus on the job. Sarcasm with coworkers is Person B's number one symptom.

Both examples show experiential learning and the resulting adaptive behaviors through individual biology, social, and emotional behaviors. Both individuals could use some self-directed intervention. Person A could benefit from training to alleviate pain, and Person B needs a referral to counseling for alcohol abuse and could use stress reduction once she wants to change.

SOURCES OF CHRONIC STRESS AT WORK AND HOME

- » Fear and danger
- » Role conflict
- » Boredom
- » Criticism
- » Ineffectiveness
- » Equipment deficiencies
- » Lack of input into decision-making
- » Second guessing
- » Lack of career development
- » Perceived unfairness

and step into a solution-oriented process instead of uncertainty or avoidance is the key element of applied experiential learning. Other key elements of participation are contrary to most behavioral change programs: personnel who participate in a stress reduction program are more likely to contact physicians due to symptoms that are commonly accepted as part of chronic daily stress—elevated heart rate, acid reflux, lack of sleep, fatigue, and other physical effects. Using physical warning signs as a first step in place of mental health diagnoses makes seeking treatment proactive instead of a professionally threatening process. Promoting these programs to all personnel through a “stress is for everyone” approach also encourages peer identity and support.

Future developments of a nonclinical interactive type will include adjustments from pilot research and current studies. These modifications include placing programs in a number of settings to promote categorizing stress as part of total health, which can improve communication about stress-related experiences and develop peer support. Simplicity and economy of delivery are critical for greatest use, which can include brief website tutorials and low-tech mechanisms to facilitate the programs' ease and frequency of use.

In conclusion, stress loads don't get lower over time if persistent adaptive behaviors are dominant without brain cell development for new experiential learning. Stress morphs into physical and social-emotional behaviors as it affects the neural underpinnings of multiple human body systems. Chronic stress and anxiety prevention approaches that normalize stress are promising, as participants feel comfortable with self-monitoring and proactively engaging in levels of stress and anxiety to prevent chronic stress-related symptoms and illnesses that include the social, emotional, and behavioral factors of daily stress build up.

The neuroscience of adaptive behavior is the basis of new therapies for exposure, coping, and stress reduction programs, which are acceptable as a non-diagnostic first step in education and prevention. Training for resilience must start with learning how the brain functions and gathers experience, reacts to, and acts within the environment in order to increase the normalcy of daily stress and the desire to improve resilience. ♦

Sara Denning, PhD, is a founder of Adaptive Behavioral Health, Inc., which has the mission to build a bridge between neuroscience and applied treatment for stress reduction. Her background includes work with the Mayor's Office of Emergency Management and organizations affected by the World Trade Center crisis in New York City in 2001. On 9/11, Dr. Denning was a first responder at New York Downtown Hospital. On the day after, Dr. Denning worked at Ground Zero to coordinate first responders, including New York Fire Department and New York City Police Department personnel.

Dr. Denning has a private practice in New York City as a specialist for anxiety and stress-related illnesses. Her current focus is centered on public health applications of adaptive behavioral health stress reduction programs. Current research partners include Mt. Sinai and the Freidman Brain Institute at Ichan School of Medicine. Past research has been created as part of a fellowship at Yale Center for Child Development with Linda Mayes.

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⁸Sara Denning, Catherine Walsh, and Megan Sy (presentations, Young Women's Charter School, New York After School workshops, 2013).

⁹Sara Denning and Maxime Soula et al., *ABH Public Health Survey NYC* (2016).

¹⁰Sally Dickerson and Margaret E. Kemeny, "Acute Stressors and Cortisol Responses: A Theoretical Integration and Synthesis of Laboratory Research," *Psychology Bulletin* 130, no. 3 (June 2004): 355-391.

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¹²Kerry M. Karaffa and Ronald R. Thrasher, "Revisiting Stress," *The Police Chief* 83, no. 5 (May 2016): 26-35.

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By Scott Harris, Freelance Writer

When it comes to police vehicles, speed and power are certainly important, but they are only the start of a larger conversation.

A 2013 study from the Urban Institute, a Washington think tank, identified vehicles as a primary opportunity for police departments to reduce costs—without significantly affecting the work of law enforcement. “Police departments spend considerable amounts of money on purchasing fuel for patrol vehicles, which are almost constantly in motion,” the study authors stated. “Many opportunities exist for reducing fuel costs significantly without degrading police services.”¹

The always-fluctuating price of gasoline makes specific savings estimates virtually impossible, but the study lays out a range of potential options through which law enforcement agencies can and have realized considerable savings. Chief among those options are replacing traditional gas-powered vehicles with alternative models and improving vehicle maintenance.

Several companies are turning out vehicles that give officers and police chiefs maximum flexibility—both in the field and in budget deliberations.

Big Savings, Smaller Packages

“Alternative vehicles” means a lot more than swapping out patrol cars for hybrid versions (although that might very well be a viable means of cost control in many cases).

Bicycles and Segways are well-known for delivering maneuverability and savings in relatively small packages. Another, similar choice gaining popularity are specialty vehicles, including those from T3 Motion, Inc., a technology company specializing in the public safety sector and headquartered in Chino, California.

These specialty vehicles are not just civilian vehicles with a different set of decals. The company’s two primary police vehicles, the Patroller and the Vision, were designed in close partnership with law enforcement, and that involvement is evident in the final product.

“The [design of the] T3 Patroller had police input from the start, so it was really made for the public safety vehicle market,” said Jeff Simpson, director of marketing communications for T3. “It was a solution-based build from the beginning... The dimensions of the



vehicle, the functionality of the vehicle was done with input from law enforcement. The width, length, performance characteristics, and agility—it was all driven by law enforcement.”²

Perhaps the biggest innovation of the Patroller, though, is one particular characteristic. According to Simpson, it’s “the first vehicle of record to have an interchangeable battery and unlimited range use.” Referred to as a “hot swap,” the interchangeable batteries pave the way for around-the-clock use. Each individual vehicle comes standard with two electric batteries and a 110/220 V compatible, on-board/off-board charger. One battery can be charged while the other is in use, and swapping them takes “about 30 seconds,” Simpson said. This is what gives the Patroller what is, in effect, unlimited battery life, thereby reducing or eliminating “range anxiety” or concerns over the chance that an electric vehicle will run out of battery life at an inopportune time. “You can use it like a cordless drill,” said Simpson. “You have one vehicle with two batteries, and you’re charging one battery while the other is being used.”³ All taken together, T3 officials estimate that the Patroller can pay for itself in as little as 18 months.

On top of battery capabilities, the three-wheeled vehicle comes with a vertically adjustable headlight and a wedge-shaped front for use in crowds. The vehicle’s turning radius is



Several companies are turning out vehicles that give officers and police chiefs maximum flexibility—both in the field and in budget deliberations.

small enough that it can make a U-turn in the space of a standard elevator. The Patroller is recommended for use in airports and other transportation hubs, malls and similar retail areas, government facilities, stadiums, hospitals, warehouses, and similar places. The Vision, which is essentially a smaller version of the Patroller, is designed exclusively for use in interior spaces.

One of the more hidden but important features of both T3 vehicles is their elevated base. The 9-inch elevated platform for the Patroller, and the 7.5-inch platform for the Vision help establish a command presence for the vehicle's operator. This presence can help foster crowd control, but also helps in a public relations capacity.

"Police can see over crowds and over cars, and people can see them," Simpson said. "They're being seen, so it helps make them look more visible. It has a command presence, so it looks like a public safety vehicle. It's being taken seriously, but also creating an approachability factor. There is a lot of curiosity from citizens and children. People want to take pictures with them and the vehicle. People seek out those officers, and it's a very nice way for the agencies to connect with the people they serve."⁴

Time-Tested Performance

Motorcycles have plenty of clear benefits for law enforcement, one of which is cost savings. They are less expensive than a standard automobile, but a well-made motorcycle can also cut down on fuel and maintenance costs over the life of the vehicle.

BMW is one leader in the public safety motorcycle market. Currently marking its 100th anniversary of making motorcycles, the company has more than 500 law enforcement clients, perhaps most notably the Los Angeles, California, Police Department.

Although BMW officials acknowledge that their motorcycles carry a higher price tag than those of their competitors, they also assert that agencies can recoup and even reduce costs over the long term.

"We have a team of engineers who do nothing else but work on motorcycles for the police," said Frank Stevens, authority program manager for BMW Motorrad USA Police Motors, based in Saint Johns, Florida. "Every minute you can shave off of labor saves you time and money. We spend a few more dollars doing it, but you save money in the long run."⁵

BMW makes life a little easier for law enforcement agencies by equipping all of its bikes with equipment tailored for specific police needs. It's also all constructed by BMW, making repairs less of a headache—and covered under BMW's 36-month, 60,000-mile warranty.

Whether agencies are seeking safer, more versatile, customized, or budget-friendly vehicles for their officers, it might be worth looking beyond the traditional patrol car for additional options.

"[BMW motorcycles] come standard with the highest amount of equipment," Stevens said. "There's a radio box, for example. We have an auxiliary battery system that recharges from the motorcycle, but shuts off when [the motorcycle] is not running. It runs all the electrical stuff like the radios and lights... It all comes through BMW, so it's warrantied through BMW. You go to the dealer and fix it. There's no finger-pointing as to who installed it and who pays the bill. With us, it's not even a question."⁶

BMW also has a recommended maintenance interval of 6,000 miles, "and even then, it's only really an oil change," Stevens said.⁷ Its performance in the meantime is top of the line, with top speeds



meeting or exceeding 130 miles per hour—and recently being clocked moving from 0–100 miles per hour in 9.85 seconds.

Getting the Job Done

Vehicular needs go well beyond patrol. Several companies are working to offer solutions that help officers do their jobs better.

Sirchie, perhaps known primarily for investigative and forensics products, also manufactures vehicles for the law enforcement sector. This division, which is headquartered in Medford, New Jersey, creates vehicles for a range of purposes, from alcohol enforcement to underwater rescues.⁸

Mobile crime scene units are equipped with features such as onboard refrigeration, a digital crime scene camera, and uniquely keyed evidence storage lockers, all on a highly rated, heavy-duty chassis.

SVI Trucks, based in Fort Collins, Colorado, can construct mobile command centers based specifically on a customer's needs. When Edmonton, Alberta, Canada's police department wanted a new checkpoint vehicle, SVI built an aluminum truck mounted on an International 7500 SBA 6 × 4 chassis and housing a MaxxForce 10 350-horsepower engine. Inside, the vehicle featured a Samsung 40-inch LCD display, two interior phone booths, and a lavatory compartment, among other features.⁹

Before officers can get behind the wheel of a mobile command center or any other police vehicle, training is a must. That's where Skidcar, a company based in Las Vegas, Nevada, can help—and it can mean big savings on training costs.¹⁰

Skidcar fits an ordinary vehicle with a set of "training wheels" that are controlled from inside the car and that simulate various conditions including wet or icy driving surfaces. The goal is to train drivers—whether they are driving a car, truck, or large SUV—to



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understand and react to external stimuli, without having to use expensive special pavements or treatments.

Whether agencies are seeking safer, more versatile, customized, or budget-friendly vehicles for their officers, it might be worth looking beyond the traditional patrol car for additional options. ❖

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¹Philip Schaenman and Aaron Horvath, *Opportunities for Police Cost Savings Without Sacrificing Service Quality: Reducing Fuel Consumption* (Washington, DC: Urban Institute, 2013), <http://www.urban.org/sites/default/files/publication/23541/412803-Opportunities-for-Police-Cost-Savings-Without-Sacrificing-Service-Quality-Reducing-Fuel-Consumption.PDF>.

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⁷Ibid.

⁸Sirchie, "Vehicles," <http://www.sirchie.com/vehicles.html>.

⁹SVI Trucks, "Edmonton Checkpoint Truck," <http://www.svitricks.com/wp-content/uploads/2016/05/Edmonton-825-1.pdf>.

¹⁰Skidcar, "Skidcar System," <http://www.skidcar.com/skidcar-system>.

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Research on Civilians in Policing

By Megan Alderden, Director of Research, Illinois Criminal Justice Information Authority, and Wesley G. Skogan, Professor, Political Science, Institute for Policy Research, Northwestern University, Illinois

Civilian employees are an important resource in policing, but they have been largely overlooked by researchers. The biggest focus has been on the growth in their numbers—civilian employees grew from approximately 7–8 percent of law enforcement employees in the 1950s to 15–20 percent in the 1970s.¹ The numbers have not changed much since then; in 2008 (the most recent year from which data are available), civilians accounted for slightly more than 26 percent of police personnel in the United States.² The data presented here were collected in 2011 through online surveys of law enforcement agency employees conducted by the National Policing Research Platform.

The rationales for employing civilian staff include the assumption that civilians are cheaper and easier to hire than sworn personnel, they can be assigned more flexibly, and they might bring with them particular skills that law enforcement agencies need. Despite these benefits, police administrators have struggled to fully incorporate civilians into their agencies in a way that capitalizes on their skills and knowledge. The lower salaries and limited promotional opportunities that highly skilled civilians often encounter can make retention difficult. Their jobs can also be more at risk because civilian positions can be more contingent on budgetary ups and downs. While civilians may be easier to hire, they are often also easier and politically safer to fire than are their sworn counterparts. In the survey described here, civilian respondents in more than half of the agencies involved in the study reported that the Great Recession had led to a reduction in civilian positions. In addition, their status as non-sworn members can make these employees feel like outsiders in the workplace. Also, law enforcement executives do not always pay sufficient attention to personnel issues specific to civilian employees.

This article presents findings from a survey of 472 civilians employed by 19 U.S. law enforcement agencies. The survey focused on how workplace factors such as pay and benefits, work-related stress, perceptions of workplace equality and diversity, and perceptions of the acceptance of civilians are associated with job satisfaction. The article ends with suggestions for how law enforcement agencies can improve civilian employees' job satisfaction and the integration of civilians into their organizations.

Job Satisfaction: Why It Matters

Job satisfaction is the most-studied aspect of organizations because it is associated with a wide range of positive and negative factors in an organization's success. Employee dissatisfaction can

lead to low productivity; low job commitment; absenteeism and tardiness; abuse of sick leave; psychological withdrawal; anger; hopelessness; sadness; cynicism; workplace deviance (theft and related acts); and acts of workplace revenge, sabotage, and retaliation. Workgroup cohesion and performance and organizational innovation might also be stifled, and highly skilled employees might seek employment elsewhere.³ The elements that influence job satisfaction are numerous, but can include employee satisfaction with pay and benefits, career growth, workplace stress levels, and perceptions of fair treatment and acceptance by fellow employees. Each of these factors is discussed.

Pay, Benefits, and Career Growth

The reason most often cited for hiring civilian staff is budget constraints; yet, little is known about how law enforcement agencies attract and retain civilian employees. While civilians might cost less to hire, lower pay and benefits can negatively impact their job satisfaction. In the survey, civilians were asked to rate their level of satisfaction with pay and benefits. Slightly over half of respondents indicated they were satisfied (46 percent) or very satisfied (9 percent) with their pay and benefits. Research indicates that opportunities for career advancement is a highly ranked reason for entering policing among sworn officers, but, on this topic, the divide between civilians and sworn is notable. Most police agencies have limited opportunities for civilian advancement and promotion, and management positions are generally held by sworn members.⁴ Perceptions of limited career growth held true for the civilians surveyed. Only 28 percent of the civilians surveyed indicated that they believed career advancement opportunities were available to them.

Workplace Stress

Numerous studies have highlighted the stressful nature of police work, but all of them have focused on the stress experienced by sworn members. The causes of civilian workplace stress likely vary by job tasks. Some aspects of traditional police stress, for instance, might be experienced by civilian staff; for example, shift work and interactions with community members, two sources of stress for sworn officers, are common features of some civilian work (e.g., traffic aids, lockup personnel, and dispatchers). The reductions in civilian staff due to budget shortfalls noted earlier could require that the remaining employees take on additional work and responsibilities, which might increase stress.⁵ Lack of training, resources, and other support can also play a role. Indeed, 60 percent of civilians surveyed reported feeling burned out from work at least once a month, and 27 percent indicated that this feeling occurred at least once a week or more. Civilians also reported being frustrated and emotionally drained—nearly two-thirds of respondents reported being frustrated at least once a month, and 36 percent reported being frustrated at least once a week. Over half of those surveyed (57 percent) reported feeling emotionally drained at least once a month, and 35 percent reported this feeling at least once a week. These percentages

varied considerably from agency to agency, indicating that stress for civilian employees at law enforcement agencies does not necessarily have to be high.

Workplace Equality and Acceptance

Many law enforcement agencies have also struggled with workforce diversification and integration, and this struggle can particularly affect civilians because a significant proportion of civilians hired by police agencies are women and racial or ethnic minorities.⁶ In the survey, civilian staff were questioned about their perceptions of equality and diversity, as well as whether they felt accepted by their sworn peers, and 64 percent of civilians reported that they felt employees were treated the same regardless of gender, and 74 percent felt employees were treated the same regardless of one's race or ethnicity. Overall civilians reported relatively high rates of equal treatment, but perceptions differed by the race and ethnicity of the respondent. Racial and ethnic minorities were less likely to feel employees were treated equally by race than whites (59 percent of Latinos and 36 percent of African Americans versus 85 percent of whites). No differences were found by respondent sex.

Discussion of police culture often highlights the perceived clannish and distrustful nature of police officers, which might lead officers to be resistant to working with or being supervised by civilians. Other factors, such as concerns over the "civilianization" of desirable job assignments and general indifference to civilian co-workers by the sworn staff, might result in civilian law enforcement employees feeling underappreciated and undervalued. This perception was reflected when the surveyed civilians were asked how their status impacted acceptance within the organization and by their sworn peers. Only 30 percent of respondents felt that civilian and sworn personnel were treated the same, and only two-thirds of civilians surveyed felt that the department culture was accepting of civilian professionals; 67 percent felt valued as a team member. A high percentage (55 percent) of civilians also reported feeling that they needed to constantly prove themselves to sworn members of the organization. Civilians also reported feeling that their expertise (44 percent) or experiences and opinions (38 percent) were often dismissed by sworn employees.

These views varied a great deal across agencies, however. Figure 1 plots agency-by-agency average scores on a measure of acceptance of civilians in policing that is based on the previously described questions. (Three small agencies with few civilian employees are excluded from the chart.)

A horizontal line delineates the neutral point on the scale, halfway between "disagree" and "agree." Figure 1 illustrates two main points. First, there was noticeable variation between these departments in the extent to which civilians felt marginalized; their acceptance in the policing workplace was better in some places than others. Second, virtually all variation was somewhere in the negative range. A fair summary would be that nowhere were civilians particularly encouraged by how they were accepted; they varied only in the extent of their unacceptance.

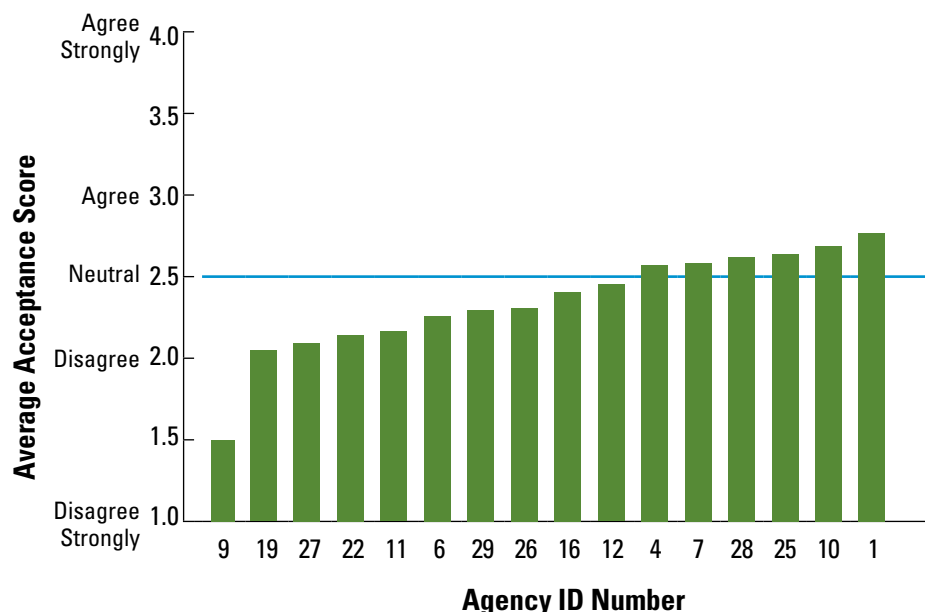
Job Satisfaction: What Matters

The survey examined whether pay and benefits, work-related stress, perceptions of workplace equality and diversity, and perceptions of acceptance of civilians were associated with civilian job satisfaction. Overall, job satisfaction reported by civilians was relatively high, with 79 percent of respondents reporting being satisfied to some extent with their present job and 78 percent reporting that they were satisfied or very satisfied with their department. However, as with the acceptance of civilians, large differences exist across departments in this regard, confirming that organizational differences matter. Statistical analyses indicated that frequent emotional work-related stress was associated with less job satisfaction, while greater satisfaction with pay and benefits, less perceived workplace discrimination, and greater feelings of

acceptance by the organization were associated with more job satisfaction.

The findings suggest some steps law enforcement agencies can take to improve civilian job satisfaction and, as a consequence, potentially improve organizational functioning. What is notable is that while satisfaction with pay and benefits was associated with job satisfaction, it was not the most important factor. Rather, emotional stress and feelings of acceptance were statistically more important. To address workplace-related stress, law enforcement agencies could capitalize on existing programs and support systems already available to sworn personnel by making these also available to civilian personnel. Police agencies could provide additional training and support for civilian personnel who are tasked with management functions, particularly when the role involves supervising sworn members. Educating and training front-line supervisors on how to support civilian staff can mitigate workplace stress, while also increasing civilian employees' feelings of acceptance. More effort might be needed to fully integrate civilians within policing, but the current emphasis on procedural justice in many agencies could also inform this process. Organizational processes and interactions that emphasize dignity, provide a voice, and build trust between sworn and civilian employees are key tenets of procedural justice. They could also increase feelings of acceptance. Such efforts, however, will require command

Figure 1: Perceptions of Civilian Acceptance in the Workplace



Note: Three small agencies were eliminated from the figure due to small sample sizes.

staff commitment, as these changes will necessitate a cultural shift in many law enforcement organizations.

Conclusion

In sum, civilians represent an underutilized resource in law enforcement. Executives contemplating developing this resource within their agencies should consider the additional training, support, and other organizational changes that might be needed to fully integrate civilians into the workforce. This investment could not only improve the retention of valued civilian employees and employee productivity, but might also facilitate other positive organizational outcomes, such as improved workgroup cohesiveness, loyalty to the profession, and organizational innovation ❖

Notes:

¹Dorothy Guyot, "Bending Granite: Attempts to Change the Rank Structure of American Police Departments," *Journal of Police Science and Administration* 7, no. 3 (September 1979): 253–284; Timothy A. Judge and John D. Kammeyer-Mueller, "Job Attitudes," *Annual Review of Psychology* 63 (2012): 341–367.

²William King, "Civilianization," in *Implementing Community Policing: Lessons from 12 Agencies*, eds. Edward Maguire and William Wells (Washington DC: Office of Community Oriented Policing Services), 65–70.

³Kimberly A. Lonsway et al., *Equality Denied: The Status of Women in Policing, 2001* (Beverly Hills, CA: The National Center for Women & Policing, 2002).

⁴Major City Chiefs Association, *Civilianization: Risks and Rewards* (Washington DC, 2009).

⁵Office of Community Oriented Policing Services, *The Impact of the Economic Downturn on American Police Agencies* (Washington, DC: U.S. Department of Justice, 2011).

⁶Brian A. Reaves, *Census of State and Local Law Enforcement Agencies, 2008* (Washington DC: Bureau of Justice Statistics, 2011), <https://www.bjs.gov/content/pub/pdf/cslea08.pdf>.

A longer and more academic version of this research summary appeared as "The Place of Civilians in Policing," in *Policing: An International Journal of Police Strategies & Management* 37, no. 2 (2014), 259–284.

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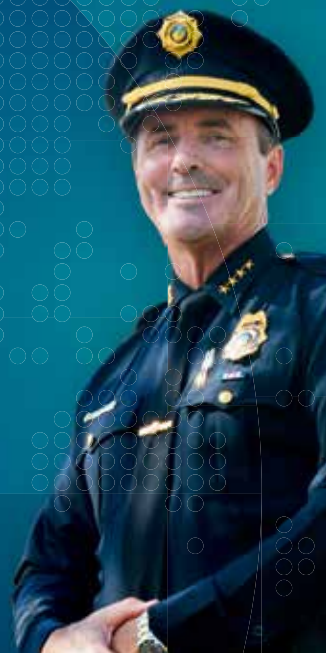
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The Importance of Civilians in Modern Policing

By Allie Waters, Director, Volunteer Resources Section, Montgomery County, Maryland, Police Department

Research on Civilians in Policing” provides insight into the changing roles and opportunities for civilian employees within law enforcement agencies. The civilianization (the tendency to replace or augment sworn personnel with civilians) of police agencies has been on the rise since 1950.¹ There are many reasons for this upward trend, but the three most significant are the following:

- Increasing needs for in-house expertise in areas in which sworn officers might be less knowledgeable
- Lower costs associated with civilian personnel than with sworn personnel
- Need to enhance sworn officers’ availability to perform other work that can only be done by a sworn officer

The trend to introduce more civilians into the workplace has improved upon the efficiency and effectiveness of law enforcement organizations. Increasingly, police agencies have a need for personnel with technical, specialized backgrounds or training in areas such as information technology, forensics, policy writing, human resources, and program analysis. Many sworn personnel lack either the education or training in such specializations and are frequently generalists. Additionally, sworn officers often move out of positions due to promotions and other career advancements. This creates a high demand for such skill sets in law enforcement, and competition with the private industry is an ongoing challenge.

The researchers also suggest that civilians can be “easier and politically safer to fire than that of their sworn counterparts.” This might be true, but not for reasons of marginalization or ease of personnel actions. The initial investment of a sworn member is one cost element of public safety not mentioned in the “Research on Civilians in Policing” article. Typically, sworn members must go through a six-month training academy and then successfully complete field training and one year of probation.

The initial time and financial investment in training and hiring civilian personnel is much less to an organization.

Civilian Employees: Montgomery County Police Department

Job satisfaction is a factor that matters in every corporation or work environment, and job security can be a determinant of job satisfaction. Civil service employees (paid or unpaid) usually want to feel a sense of worth and often have a strong desire to serve. Civilian and sworn personnel typically seek jobs that correspond with their area of expertise, which often inherently leads to job satisfaction. Within police departments, job security is often an outcome of the specialized expertise that is brought by the employee, regardless of civilian or sworn personnel status, since their specialized skills are applied to performing essential duties. For example, few modern-day law enforcement agencies could operate effectively without a skilled information technology team or forensic specialists, thus strengthening these employees’ sense of worth, a good organizational connection, and ultimately, job satisfaction.

Another dimension to job security and satisfaction is the benefits package offered to personnel, which can include medical, dental, vision, employee assistance, and retirement packages. When budget constraints exist, compensating employees through benefits packages is a welcome alternative for many organizations. The Montgomery County Police Department (MCPD) has developed several options to recognize the impact of the work performed by civilians, including providing County Service Awards, Chief’s Certificates of Appreciation, intern and volunteer recognition events, and employee recognition awards.

Although civilian personnel might not necessarily be as publicly visible as their sworn counterparts, the civilian personnel that staff the MCPD are valued and integral members of the organization. Just as communities rely on law enforcement for safety,

law enforcement agencies typically rely on the communities they serve in order to perform effectively. Citizens are frequently asked to assist law enforcement when there are missing persons and unsolved crimes, to call in suspicious circumstances, or to come to the aid of emergency personnel if a situation arises. The requests can come from the media, from Amber Alerts, Silver Alerts, and other similar outreach efforts, but ensuring that civilian personnel are among those employed by police departments is one way of maintaining and fostering links with the communities served.

In executing the primary law enforcement mission of protecting and serving communities, it is critical to have a strong civilian representation within an agency. Civilian personnel account for roughly 35 percent of the employee workforce within the MCPD, and they currently serve in a variety of roles, including the following:

- Animal Control Officers
- Victim Assistance Advocates
- Property/Evidence Management
- False Alarm Reduction Unit
- Emergency Communications: 9-1-1 centers
- Information and Management technology (IT)
- Forensics Unit (crime lab)
- Personnel Division
- Background Investigators
- Red Light Camera Unit
- Building Security
- Police Cadets

The civilian complement includes approximately 150 interns and volunteers serving within dedicated divisions throughout the department. Incorporating a volunteer and intern program into the agency has significantly bridged the worlds of civilians and sworn officers. MCPD introduced its Volunteers in Policing (V.I.P.) program and its Law Enforcement Apprentice Program (L.E.A.P.) over 25 years ago, and the effects these programs have on both workforce relations and community relations continue to grow. These programs tap into an

uncultivated civilian resource, while providing the sworn and civilian employees added support.

The V.I.P. and L.E.A.P. programs capitalize on an individual's skills and knowledge and facilitate growth and exploration within the department. Experienced or retired applicants are placed in assignments that correspond with the skills they have developed throughout their careers or their desire to become involved with community-police relations through efforts such as MCPD's Keeping Seniors Safe Program. Conversely, students and young professionals are placed in assignments that mirror their career goals, allowing them to understand various positions, roles, and responsibilities and providing real-life, hands-on experience in particular environments.

With further development of the internship program, the perspectives toward civilians supplementing the workforce have changed within the MCPD. The internship program in many cases, serves a dual purpose as a supplemental workforce source and a career development tool. Many intern supervisors have taken on a mentor role, with the goal of preparing interns to join the department as sworn officers or civilian employees. In doing so, they have provided interns with a sense of inclusion and encouragement, which, in turn, results in loyalty, efficiency, and job satisfaction.

Conclusion

Although the roles of sworn personnel and those of civilians can differ, all exist in a climate of constant cultural change. There are ever-changing priorities, tasks, and demands on law enforcement agencies. The fluctuating political climate often leads to leadership

changes and other unforeseen events. This climate creates unity and synergy among the workforce. Officers on patrol are fully cognizant of the vital role the civilian dispatcher or crime analyst has in their safety, and officers who are in pursuit appreciate the function of the fleet management team to ensure the safe operation of their vehicles. The dependence of each working part is contingent on the working order of the other. The lines of workplace equality and acceptance between sworn members and their civilian counterparts seem to blur as civilianization becomes more commonplace.

Regardless of the myriad of challenges facing law enforcement agencies today, the presence of civilians in the law enforcement workplace is critical and growing in relevance and value. As budgets become increasingly constrained and demands grow, civilians' expertise and commitment are uniquely aligned to help agencies best support their officers and accomplish their mission. No agency could survive or be effective in modern policing without civilian employees. They are often the hidden heroes behind the scenes, who are not interested in taking credit, but who are skilled and committed and want desperately to have an impact and make a difference in keeping their communities safe. Their energy, innovation, and ideas are what make the best agencies "great." ♦

Note:

¹Federal Bureau of Investigation, Uniform Crime Report, *Crime in the United States*, 1951, 1971.

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Strategic Planning: A Key Component of Organizational Success

By Rex M. Scism, MS, Captain, Research & Development Division, Missouri State Highway Patrol

Strategic planning can be defined as the “process of developing and maintaining a strategic fit between the organization’s goals and the changing landscape.”¹ In other words, the process of strategic planning involves identification of where the organization is, compared to where it wishes to go. The Missouri State Highway Patrol (MSHP) utilizes a strategic planning process facilitated by a committee of stakeholders from components within the organization. This process is identified within agency policy; however, many employees are unfamiliar with the process or what it has the ability to do for the organization. The MSHP strategic plan “involves an ongoing process

which results in a multi-year [three-year] plan outlining long-range goals and objectives of the Patrol and how they may be achieved.”²

While strategic planning is often viewed as a management responsibility, in order to work effectively, the process should involve employees at all organizational levels. Behavior scientist and psychologist Dr. Randy Garner defined the strategic planning process as including all members of an organization:

*a strategic plan is the product of a leadership process that helps departments better focus their energies and resources to ensure that all members work toward the same goal.*³

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During a 2008 certified law enforcement executive program lecture, William Kistner described strategic planning as a process that brings

the future forward by systemically thinking about it. It is identifying what the organization would be like in the future and then taking the risk to make decisions that can effectively move the organization towards its desired destination.⁴

The Strategic Planning Process

While strategic planning is a straightforward process designed to move an organization from one point to another over time, it is important to understand the methodology behind the process. From a rudimentary standpoint, an organization must first determine where it is, in comparison to where it wants to go. Determining how that transition will take place is as important as the performance measurement process. The MSHP strategic planning process includes identification of strategic issues, which are the primary focal points for organizational efforts and transition. From there, strategic goals are identified as are commensurate objectives and strategies designed to accomplish the goals.

It's important to keep in mind that goals define where an organization desires to proceed, while objectives are the manner by which the organization progresses toward each goal. Most strategic planning efforts involve a minimum of six key steps.⁵

1. Preparation: The strategic planning should neither occur in a vacuum nor without necessary preparation that involves not only assembly of key stakeholders, but also discussion among those stakeholders who hold an interest in moving the organization forward. The MSHP accomplishes this step by way of a committee charged with the responsibility of reviewing and offering recommendations for strategic planning initiatives.

2. Assessment: In order to be effective, strategic planning should be a process that involves employee review at all organizational levels. MSHP policy outlines procedures for employees who wish to offer contributions to the organization's strategic planning process. Additional assessment occurs through committee recommendations and senior staff member review, in addition to soliciting feedback from external stakeholders.

3. Creation: This step involves identification of strategic issues, along with determining which strategic goals and objectives will be necessary to fulfill the plan. The MSHP process involves a three-year planning cycle designed to identify priority agency strategies that enhance its level of service to the public.

4. Implementation: The fourth step involves acquisition of appropriate resources

and gaining support for the planning processes involved. Inadequate support can lead to a lack of buy-in or organizational understanding for the strategic issues identified during the planning process. In recent years, the MSHP's Research and Development Division has conducted outreach during supervisor meetings throughout the state to further enhance employee understanding of the process and to gain necessary input that further contributes to formal agency planning practices.

5. Communication: This step is an integral part of the planning process and should not be overlooked since it involves assessing organizational information needs and identifying acceptable communication mediums. The MSHP process involves committee input that is ultimately reviewed and approved by the agency chief executive officer, with input from senior staff members. Following its approval, the strategic plan is published and disseminated to all components and made available to other relevant stakeholders and the public. Historically, many planning methods are largely process-oriented, resulting in not only a lack of employee understanding, but also a lack of agency buy-in. In other words, most agency employees know strategic planning exists to some extent, but they don't really understand its level of importance or what it means to them on a personal level.

6. Evaluation: The final step is one of the most important and involves an ongoing process of measuring strategic planning effectiveness. Organizational strategic planning should be considered an organic and ever-changing process, which requires constant monitoring in order to determine not only what the organization has achieved, but also whether the agency's goals and objectives are appropriate for the desired end result. In other words, did the strategic plan take the organization where it wanted to go and accomplish what was intended as it progressed? The MSHP conducts an annual review of the agency three-year plan by convening the strategic planning committee as a working group and systematically analyzing internal goals and objectives in order to determine effectiveness. This process contributes to contemporary planning practices and ensures goals and objectives actually contribute to necessary organizational needs.

Benefits of Strategic Planning

Employees at all organizational levels often underestimate the value of strategic planning initiatives. Effective strategic planning requires a strong focus not only on the process itself, but also on the adequate measurement of goals and objectives and general accountability to the plan.⁶ According to subject matter expert Dave Lefkowitz, extraordinary paybacks from strategic planning investments occur only by moving away

from the familiar.⁷ In other words, organizations must focus on the benefits and ensure that all employees are part of the process if there is to be any hope that the plan will move the agency forward. Effective strategic planning can assist with many organizational functions, including the following:⁸

- Improving organizational performance and increasing effectiveness
- Minimizing management by crisis and creating enhanced efficiency
- Providing an early warning system and enhancing organizational ability to change
- Building continuous improvements and assigning accountability throughout the organization
- Forming the basis of an organizational performance appraisal system
- Serving as a valuable team-building exercise and enhancing communication
- Providing improved understanding of organizational goals and objectives, while promoting better decision-making at all levels

Strategic planning is often overlooked as the appropriate mechanism for identifying an organization's ultimate "wish list." Utilizing this process will ascertain not only where the organization needs to go in order to remain effective, but through what process and with what. The "means" in this case typically involve identification and acquisition of appropriate resources such as personnel, funding, and equipment. On a personal level, strategic planning assists with not only identification of individual performance-based goals and objectives, but also with determining what a specific employee can do in order to contribute to the agency's strategic issues. Applying strategic planning to day-to-day activities "requires introspection and a thorough examination of the internal and external work environment."⁹ In this process, work takes on enhanced meaning and is completed more efficiently, and overall employee productivity increases since those involved ideally gain a stronger sense of loyalty to the organization.¹⁰

Ineffective Strategic Planning

Although the strategic planning process involves multiple benefits to both individuals and the organization, ineffective strategic planning is toxic and counterproductive to organizational progress. Successful private sector organizations understand the value in this process because profitability and longevity correlate to effective planning strategies.

Governmental organizations can benefit from these initiatives as well. However, even if effective strategic plans are developed, the lack of awareness or commitment to the plan among organizational membership will result in limited success.¹¹

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

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KEY	
	Walk to Convention Center
	Shuttle Service Provided
	Subway Station
	Subway Line
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CITY LINE AVENUE

1	Courtyard by Marriott, City Avenue	\$169
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SOUTH PHILADELPHIA

2	Courtyard by Marriott, Philadelphia South at The Navy Yard	\$239
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3	Aloft Philadelphia Downtown	\$239	13	Holiday Inn Express Philadelphia, Penn's Landing	\$179	23	Sheraton Philadelphia Downtown	\$254
4	Best Western PLUS, Philadelphia Convention Center Hotel	\$259	14	Home2 Suites by Hilton Philadelphia, Convention Center	\$229	24	Sheraton Philadelphia Society Hill	\$214
5	Courtyard by Marriott, Downtown	\$267	15	Hyatt at The Bellevue	\$279	25	Sofitel Philadelphia Hotel	\$277
6	Doubletree by Hilton Hotel, Center City	\$233	16	Kimpton Hotel Monaco Philadelphia	\$289	26	Sonesta Philadelphia Rittenhouse Square Reduced rate available until July 31	\$222*/\$237
7	Embassy Suites Philadelphia Center City	\$248	17	Kimpton Hotel Palomar Philadelphia	\$289	27	The Franklin Hotel at Independence Park	\$256
8	Four Points by Sheraton, Center City	\$259	18	Le Méridien Philadelphia	\$275	28	The Logan	\$293
9	Hampton Inn Philadelphia Center City, Convention Center	\$199	19	Loews Philadelphia Hotel	\$244	29	The Warwick Hotel, Rittenhouse Square	\$259
10	Hilton Garden Inn, Center City	\$221	20	Philadelphia Marriott Downtown	\$267	30	The Westin Philadelphia	\$275
11	Hilton Philadelphia at Penn's Landing	\$233	21	Residence Inn by Marriott Center City	\$267	31	The Windsor Suites	\$229
12	Holiday Inn Express Midtown	\$219	22	Ritz-Carlton Philadelphia	\$282	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		
42	Homewood Suites by Hilton, University City	\$224
43	Sheraton Philadelphia, University City	\$205
44	The Study at University City	\$239

Ineffective planning can also result in the following disadvantages:

- A lack of strategic alignment at all organizational levels
- Misallocation of resources
- Insufficient operational measures¹²

To be effective and serve as a road map to organizational transition, goals and objectives should clearly be defined. Defining effective and relevant strategic issues is paramount, as is the crafting of strategic goals and objectives that are utilized to accomplish what the agency hopes to achieve. Ambiguity or lacking measurement mechanisms further contributes to inefficiency and a lack of progress. Objectives should be observable, measurable, and time specific in order to effectively guide departmental resources toward an established goal. According to Victor Cascella, the director of operational excellence at a large research company,

*[I]t's not enough to formulate and communicate a business strategy. They [organizations] must also empower their employees to implement it.*¹³

Contributing to the Strategic Planning Process

A 2003 study conducted by the University of Central Florida analyzed the effectiveness of organizational strategic planning efforts. During this study, only 38.6 percent of the 202 senior manager respondents agreed or strongly agreed that they have the proper training in strategic planning. Furthermore, only 37.2 percent of respondent employees supported strategic planning initiatives. The same study noted that planning might be easier to accomplish when managers and supervisors have the ability to rely directly on employees for strategic planning input, "thus empowering them to think and plan more creatively." The study's author, Dr. Ronnie L. Korosec went on to say if line function supervisors "are allowed or encouraged to contribute important information about their units [during the strategic planning process], they may be more willing to cooperate with subsequent implementation efforts."¹⁴

Acceptance of change is another challenge within any organization and strategic planning, by its very nature, results in transition. During the University of Central Florida study, Dr. Korosec pointed out that *[s]ome department members may resent changes that are summarily passed down from above, especially if there is little consultation with those directly involved in or affected by the changes.*¹⁵

Organizations' employees should be encouraged to contribute to the strategic planning process by policy. Supervisors at all levels are encouraged to discuss this information with their employees and to emphasize the importance of departmental strategic planning initiatives. Additionally,

Captain Rex M. Scism is a 30-year law enforcement veteran who currently serves as the director of research and development for the Missouri State Highway Patrol. He holds a master's degree in criminal justice and frequently lectures on police leadership and management concepts throughout the United States. Captain Scism also serves as an adjunct faculty member in the Department of Criminal Justice for Columbia College, as well as a law enforcement consultant for Midwest Police Consultants, LLC. He is a graduate of the FBI National Academy's 249th Session.

supervisors should strive to familiarize their subordinates with their agency's plan, while working to identify both component and individual goals and objectives that support the strategic plan and organizational mission. This process should occur at least annually and should not be taken lightly. Strategic planning takes effort and should involve personnel at all organizational levels. Supervisors should consider the latter information not only when completing an annual review of component goals and objectives each calendar year, but also during subsequent progress reviews.

Additionally, supervisors at all levels should incorporate goals and objectives that contribute to both component and organizational strategies during normal evaluation periods. Consider the following tips for strategic planning:

- Don't set too many goals or objectives.
- Don't do things because "we have always done it that way."
- Don't avoid measurement because it is difficult.
- Do provide appropriate support resources, training, guidance, and direction to employees.¹⁶

It's important to remember that strategic planning is a process that

*[brings] the future forward by systematically thinking about it, [while] identifying what the organization would be like in the future and then taking the risk to make decisions that can effectively move the organization towards its desired destination.*¹⁷

Failure to understand the importance of this process or implementing strategies toward common organizational goals will result in little or no progress toward the mission of the organization. Take a moment to review the organizational mission, vision, and relevant policy while familiarizing oneself with the strategic plan. ♦

Notes:

¹R. Wiita, "Strategic Planning: A Tool for the Progressive Sheriff," *Sheriff* 56, no.3 (2004): 64–66.

²Missouri State Highway Patrol, "Research, Analysis and Planning," General Order 14-01-1537, 2015.

³Randy Garner, "SWOT Tactics: Basics for Strategic Planning," *FBI Law Enforcement Bulletin* 74, no. 11 (2005): 17.

⁴Michael T. Lazor, "Ohio's Certified Law Enforcement Executive Program," *The Police Chief* 36, no. 5 (May 2009): 30–33.

⁵Bobbi Luna, "The Process of Strategic Planning," *American Jails* 24 no. 4 (2010): 4.

⁶Victor Cascella, "Effective Strategic Planning: Processes, Measurements and Accountability Are the Keys to Success," *Quality Progress* 35, no. 11 (November 2002): 62–67.

⁷David Lefkowitz, "Effective Strategic Planning," *Management Quarterly* 42, no. 1 (Spring 2001): 7–11.

⁸Christine D. Keen, "Tips for Effective Strategic Planning," *HR Magazine* 39, no. 8 (August 1994): 84–88; Wiita, "Strategic Planning."

⁹Tracy G. Gove, "Leadership Tactic: Personal Strategic Planning for the Professional Development," *The Police Chief* 73, no. 1 (January 2006).

¹⁰*Ibid.*

¹¹Lefkowitz, "Effective Strategic Planning."

¹²Cascella, "Effective Strategic Planning."

¹³*Ibid.*

¹⁴Ronnie L. Korosec, "Is Department-Based Strategic Planning More Effective than Organization-Wide Strategic Planning: Empirical Evidence from Senior Managers," *Public Performance & Management Review* 30, no. 2 (2006): 221–244.

¹⁵*Ibid.*

¹⁶Rebecca, Staton-Reinstein, "The Rights and Wrongs of Strategic Planning," *Security* 45, no. 7 (2008): 34.

¹⁷Lazor, "Ohio's Certified Law Enforcement Executive Program."



Interested in IACP's strategic planning efforts? A recent example—IACP's FY 2011–2016 Strategic Plan—can be found online at www.theIACP.org/portals/0/pdfs/IACPStrategicPlan.pdf.

In addition, IACP has a Best Practices Guide on strategic planning for small agencies, available at www.theIACP.org/portals/0/documents/pdfs/BP-StrategicPlanning.pdf.

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

Ontario

Port Hope

Wood, Bryant E, Chief of Police, Port Hope Police Service

ENGLAND

Reading

Murphy, Daniel, National Secretary, Police Superintendents' Assn of England & Wales

NIGERIA

Akure

Owoloye, Olasunkanmi, Deputy Superintendent of Police, Nigeria Police Force

Alimosho

*Clement, Odemo, Police Inspector, Nigeria Police Force

Ebonyi

Aneto, Ephraim Chukwudi, Deputy Superintendent of Police, Nigeria Police Force

Ifako Ijaye

*Adepan, Michael, Legal Officer, Nigeria Police Force

Igando

*Chukwuka, Eboh F, Police Officer, Nigeria Police Force

Ikoyi

*Lasisi, Lukman Abiodun, Police Officer, Nigeria Police Force

Lagos

Eze, Ngozi Caroline, Assistant Superintendent of Police, Nigeria Police Force

SRI LANKA

Negombo

*Kombalavithana, Sarath, Deputy Inspector General Ret, Sri Lanka Police Force

UNITED STATES

Alabama

Alabaster

Anthony, John J, Deputy Chief of Police, Alabaster Police Dept

Mobile

Aull, Zeke, Chief of Police, Univ of South Alabama Police Dept

Tuscaloosa

Hooks, John, Chief of Police, Univ of Alabama Tuscaloosa Police Dept

Alaska

Sand Point

Bacon, Roger, Director of Public Safety, Sand Point Dept of Public Safety

Arizona

Glendale

*Chapman, Jeff, Executive Director, National Assn of Field Training Officers

Kingman

Schuster, Doug L, Sheriff, Mohave Co Sheriff's Office

Phoenix

*Lyons, Adam, Chief Scientist, APB 360
Morrison, W Cory, Lieutenant, Maricopa Co Sheriff's Office
*Piscione, John, National Sales Director, POF USA
*Simpson, Paul, Sergeant, Arizona Dept of Transportation

Tempe

*Cutts, Patrick, Communications Manager, Tempe Police Dept
Horn, Michael, Commander, Temple Police Dept
McCormick, Christopher, Lieutenant, Tempe Police Dept
Pooley, Michael, Commander, Tempe Police Dept

Tucson

Johnson, Deanna, Chief, Pima Co Sheriff's Dept
Stuckey, John, Captain, Pima Co Sheriff's Dept
Theel, David, Captain, Pima Co Sheriff's Dept

Arkansas

Farmington

Hubbard, Brian O, Chief of Police, Farmington Police Dept

Russellville

James, Carey, Captain, Russellville Police Dept

Shannon Hills

Spears, Allen D, Chief of Police, Shannon Hills Police Dept

California

Anaheim

Ziemba, Matthew K, Lieutenant, Anaheim Police Dept

Azusa

Hunt, Stephan, Chief of Police, Azusa Police Dept

Beverly Hills

*Dowling, Scott A, Sergeant, Beverly Hills Police Dept

Bishop

Johnson, Daniel, Chief of Police, Bishop Paiute Tribal Police
Palomares, Christopher J, Lieutenant, Bishop Paiute Tribal Police

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*Greaney, David D, Sergeant, East Bay Regional Park District Police Dept

Chico

Madden, Matthew M, Deputy Chief of Police, Chico Police Dept

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*Diaz Martin, EDD, Irma, Investigator, California Dept of Health Care Services
Kennedy, Roxana, Chief of Police, Chula Vista Police Dept

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*Roulston, Adam, Sergeant, Corona Police Dept

Covina

Curley, John, Chief of Police, Covina Police Dept
Povero, David J, Captain, Covina Police Dept
Walczak, Richard J, Lieutenant, Covina Police Dept
Webster, Derek E, Captain, Covina Police Dept

Desert Hot Springs

Henson, Jimmy M, Deputy Chief of Police, Desert Hot Springs Police Dept

Folsom

*Wright, Louis, Sergeant, Folsom Police Dept

Fremont

Cortes, Ricardo, Sergeant Internal Affairs, Fremont Police Dept
*Gilfoy, Michael, Police Recruitment Officer, Fremont Police Dept

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*Espinosa, David, VP Business Development, Lexipol

Klamath

*Lee, Elwood, Sergeant, Yurok Tribal Police

Lodi

Nelson, Steve, Lieutenant, Lodi Police Dept

Los Angeles

Alvarez, James, Captain, Los Angeles Police Dept

Mountain View

*Nelson, Katie, Social Media & PR Coordinator, Mountain View Police Dept

Newport Beach

*Connor, Daniel, CEO, Rams Head Solutions LLC

Oxnard

*Galliot, Daniel J, Police Officer, Oxnard Police Dept

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Watson, Ron, Interim Chief of Police, Palo Alto Police Dept

Sacramento

*Lopez, Breana, Senior HR Consultant, CPS HR Consulting

San Diego

Albrektsen, Sandra I, Assistant Chief of Police, San Diego Police Dept
Galvan, Brad, Resident Agent in Charge, ATF/Justice

San Francisco

*Steger, Nathaniel B, Sergeant, San Francisco Police Dept
Weisenberg, Michael, Lieutenant, Federal Reserve Bank of San Francisco

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*Covarrubias, Michelle P, Records Administrator, Santa Clara Co Sheriff's Office
*Pedersen, Maryanne, Senior Project Manager, Real Identities LLC

San Leandro

Lucia, Christopher, Captain, Alameda Co Sheriff's Office

Santa Barbara

Kuo, John, Chief Innovation Officer, Santa Barbara Probation Dept

South Gate

*Arana, Manuel, Sergeant, South Gate Police Dept

Colorado

Crested Butte

Dukeman, Joseph A, Assistant Chief Marshal, Crested Butte Marshal's Dept

Denver

Livingston, Debbie, Special Agent in Charge, ATF/Justice

Englewood

*Watson, Samuel, Deputy Chief of Police, Englewood Police Dept

Silverthorne

Minor, John G, Chief of Police, Silverthorne Police Dept

Westminster

Wilber, John, Senior Police Officer, Westminster Police Dept

Connecticut

Bethel

Libertini, Michael, Lieutenant, Bethel Police Dept

Darien

Osborne, Raymond, Chief of Police, Darien Police Dept

New London

Reichard, Peter, Acting Chief of Police, New London Police Dept

Roxbury

*Witkowski, Joseph, Police Officer, Roxbury Police Dept

Stratford

McNeil, Joseph D, Chief of Police, Stratford Police Dept

Suffield

McKee, Christopher M, Captain, Suffield Police Dept

Thomaston

Madden, Jeffrey, Chief of Police, Thomaston Police Dept

Trumbull

Savarese, Thomas J, Deputy Chief of Police, Trumbull Police Dept

District of Columbia

Washington

Flores, Raymond G, Captain/Site Commander, Defense Intelligence Agency Police

*Gallagher, Brigitte, Curriculum Adviser, Georgetown Univ Hill, Diana, Assistant Chief, US Border Patrol/DHS
Kishter, Jacob, Commander, Metropolitan Police Dept

*Morris, Gregory, Defense Intelligence Agency Police
*Papillion, Bryan, Defense Intelligence Agency Police
Prieto, Joaquin, Attache of Interior/Major, Civil Guard Embassy of Spain

Wallace, Mark E, Chief Office of Protection Services, The National Gallery of Art

<http://www.policechiefmagazine.org>

Florida

Belle Isle

Grimm, Travis C, Lieutenant, Belle Isle Police Dept

Boca Raton

Meyer, Steven, Captain, Boca Raton Police Services Dept
*Rickard, Larry, Chief Dept of Campus Safety, Lynn Univ
*Siliquini, Brian, Assistant Chief of Campus Safety, Lynn Univ

Defuniak Springs

*Batchelor, Lindsey, Public Information Officer, Walton Co Sheriff's Office
*Dobridnia, Corey, Public Information Officer, Walton Co Sheriff's Office

Fort Lauderdale

Kaminsky, Kenneth, Captain, Broward Co Sheriff's Office

Hobe Sound

*Rosenberg, Elijah, Director of IT & Cyber Security, Town of Jupiter Island

Maitland

Manuel, David, Chief of Police, Maitland Police Dept

Miami

Jackson, Dennis M, Assistant Chief of Police, Miami Police Dept

Miami Beach

*Marshall, Erica, Police Officer, Miami Beach Police Dept

Ocean Ridge

Jones, Richard J, Lieutenant, Ocean Ridge Police Dept

Orlando

*Karden, Alexander, Police Legal Advisor, Orlando Police Dept
*Pugsley, Cynthia, Accreditation Manager, Univ of Central Florida Police Dept

Ormond Beach

Rosenthal, Lisa M, Captain, Ormond Beach Police Dept

St Cloud

Zilke, Kirk, Captain Patrol Division, St Cloud Police Dept

Tampa

Hamlin, Marc J, Assistant Chief of Police, Tampa Police Dept
*Oh, Steven, Student Law Enforcement Academy, Hillsborough Community College

West Miami

Avila, Carlos, Deputy Chief of Police, West Miami Police Dept

Georgia

Bainbridge

Carter, Jerry W, Director, Bainbridge Dept of Public Safety

Forsyth

Woodell, Scott, Captain/Director of Training, Georgia State Patrol

Fort Benning

McKannay, Will, Lieutenant Colonel, US Army Benning CID Battalion

Lawrenceville

Higginbotham, Gale M, Major/Police Academy Director, Gwinnett Co Police Dept

Lenox

Daughtrey, Shane, Chief of Police, Lenox Police Dept

Stone Mountain

Gober, Bradley, Lieutenant, DeKalb Co School District Dept of Public Safety

Thomasville

Glover, Roger W, Major, Thomasville Police Dept
Hampton, Eric A, Major, Thomasville Police Dept
Harris, Michael S, Major, Thomasville Police Dept
Holmes, Maurice L, Captain, Thomasville Police Dept

Wadley

Butts, Jimmy, Chief of Police, Wadley Police Dept

West Point

Carter, Kevin L, Captain, West Point Police Dept
Fawley, Robert L, Captain, West Point Police Dept

*Meadows, Michelle L, Executive Assistant, West Point Police Dept

*Mitchell, Cameron V, Sergeant, West Point Police Dept

Hawaii

Honolulu

*Nahale, Sean, Deputy Sheriff II, Hawaii Dept of Public Safety Sheriff Division
*Villalon, Melissa, Clinical & Forensic Psychologist, Melissa Villalon Psyd

Idaho

Bellevue

Pumphrey Jr, Ronald L, Marshal, Bellevue Marshal's Office

Bonnars Ferry

Frye, Christian M, Lieutenant, Bonners Ferry Police Dept

Pocatello

*Eakins, Lewis, Director of Public Safety, Idaho State Univ

Illinois

Bartlett

Naydenoff, William E, Commander, Bartlett Police Dept
Pretkelis, Geoffrey T, Deputy Chief of Police, Bartlett Police Dept

Bloomington

Veerman, Aaron, Sergeant, Bloomington Police Dept

Buffalo Grove

*Hansen, Meghan, Police Officer, Buffalo Grove Police Dept

Chester

Coffey, M Ryan, Chief of Police, Chester Police Dept

Chicago

*Wallace, Joshua, Sergeant, Chicago Police Dept

Danville

*Peterson, George M, Corporate Loss Control, CCMSI

East St Louis

Hubbard, Michael E, Chief of Police, East St Louis Police Dept

Island Lake

Sciarrone, Anthony P, Chief of Police, Island Lake Police Dept

Kankakee

Kolitzewzew, Chad J, Chief of Corrections, Kankakee Co Sheriff's Office

Paris

Henness, Michael, Chief of Police, Paris Police Dept

River Grove

Weinstock, Austin E, Chief of Police, Triton College Police Dept

Riverwoods

*Martinovich, David, Detective, Riverwoods Police Dept

Stockton

Sheehan, Thomas, Chief of Police, Stockton Police Dept

Indiana

Ellettsville

Durnil, Jimmie D, Chief of Police, Ellettsville Police Dept

Fremont

Kane, Kevin S, Marshal, Clear Lake Police Dept

Gary

Cannon, Derrick, Deputy Chief of Police, Gary Police Dept

Greenwood

Jackson, Raymond, Chief of Police, Center Grove Police Dept

Jeffersonville

Noel, Jamey J, Sheriff, Clark Co Sheriff's Office

La Porte

Boyd, John T, Sheriff, La Porte Co Sheriff's Office

Lake Station

Johnson, David P, Chief of Police, Lake Station Police Dept

Rockville

Kneeland, Randel G, Chief of Police, Rockville Police Dept

Valparaiso

Biggs, Jeff, Chief, Porter Co Sheriff's Office

*Durak, Denise, Researcher/Consultant Psychology, Durak & Associates

Whiting

*McCartney, Michelle, Assistant Professor/Dept Chair, Calumet College of St Joseph

Iowa

De Soto

Runge, Dustin, Chief of Police, De Soto Police Dept

Des Moines

*Meyerdirk, Jim L, DRE Coordinator, Governor's Traffic Safety Bureau

Stout, Paul A, Captain, Des Moines Police Dept

Fort Dodge

Stubbs, James V, Sheriff, Webster Co Sheriff's Office

Glenwood

Johansen, Eric M, Chief of Police, Glenwood Police Dept

Ida Grove

Harriman, Wade A, Sheriff, Ida Co Sheriff's Office

Laurens

Toner, Christopher S, Chief of Police, Laurens Police Dept

Spencer

Raveling, Christopher L, Sheriff, Clay Co Sheriff's Office

West Liberty

Kinmonth, Kary A, Chief of Police, West Liberty Police Dept

Kansas

Belleville

Smith, Jeffry, Interim Chief of Police, Belleville Police Dept

Cheney

Winter, Kenneth E, Chief of Police, Cheney Police Dept

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Hisle, William, Chief of Police, Clearwater Police Dept

Derby

Russell, Brandon, Deputy Chief of Police, Derby Police Dept

Ellsworth

Halfhill, Emil D, Chief of Police, Ellsworth Police Dept

Halstead

Orem, Joshua L, Chief of Police, Halstead Police Dept

Hutchinson

Rowe, Robert W, Lieutenant, Hutchinson Police Dept

Kansas City

*Aliq, Susan Q, Legal Advisor, Unified Government of Wyandotte Co/Kansas City

Garner, Tyrone A, Deputy Chief of Police, Kansas City Police Dept

Waldeck, Pamela E, Assistant Chief of Police, Kansas City Police Dept

York, Michael G, Deputy Chief of Police, Kansas City Police Dept

Mayetta

Schneider, Wade W G, Chief of Police, Prairie Band Potawatomi Tribal Police Dept

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Dunlavy, Ronald C, Deputy Chief of Police, Newton Police Dept

Pratt

White, James R, Sheriff, Pratt Co Sheriff's Office

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Soldan, Roger A, Sheriff, Saline Co Sheriff's Office

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Smith, Olander, Chief of Police, Franklinton Police Dept

Richmond

Ebert, James W, Chief of Police, Richmond Police Dept

Somerset

Hunt, William E, Chief of Police, Somerset Police Dept

Louisiana

Baton Rouge

*David, Jared, Senior Trooper, Louisiana State Police

Lafayette

Garber, Mark T, Sheriff, Lafayette Parish Sheriff's Office

Maine

Augusta

*Frost, Rachel A, President, JPMA Staff Development Solutions LLC

Damariscotta

Warlick, Jason, Chief of Police, Damariscotta Police Dept

Maryland

Baltimore

Leo, Jack, Chief Deputy US Marshal, US Marshals Service
Mullaney, Wayne M, Lieutenant, Maryland Transportation Authority Police

*Spriggs, Demetria, Sergeant, Maryland Transit Administration Police Force

Tenpenny, Pamela A, Captain, Maryland Transportation Authority Police

*Wade, Kendal, Student, Johns Hopkins Univ

Capitol Heights

Alston, Linwood, Sergeant, Capitol Heights Police Dept

Laurel

*Hewick, Trevor, Owner, Protocol Security Agency

Leonardtown

*Brooks, Raymond, Police Officer First Class, Charles Co Sheriff's Office

Mount Airy

Snyder, Curt, Assistant Chief of Police, Mount Airy Police Dept

Pikesville

Lioi, Frank, Lieutenant Colonel, Maryland State Police

Massachusetts

Berkley

Labonte, Scott K, Chief of Police, Berkley Police Dept
Hegarty, Timothy C, Captain/Patrol Commander, Beverly Police Dept

Boston

Cox, Michael, Deputy Superintendent, Boston Police Dept
Mancini, Frank A, Superintendent, Boston Police Dept

Bourne

Woodside, Dennis R, Chief of Police, Bourne Police Dept

East Boston

Gallant, Steven J, Captain, Massachusetts State Police

Mashpee

Frye, Curtis, Captain, Mashpee Wampanoag Police Dept

North Andover

Gray, Charles, Chief of Police, North Andover Police Dept
Lanen, Daniel, Lieutenant, North Andover Police Dept

Peabody

*Bonfanti, David D, Sergeant, Peabody Police Dept

*Zamakis, Christos G, Sergeant, Peabody Police Dept

Provincetown

Hennick, Gregory M, Lieutenant, Provincetown Police Dept

Springfield

De Jong, Shawn, Chief of Police, Springfield Technical Community College

Stoughton

McNamara, Donna M, Chief of Police, Stoughton Police Dept

Waltham

*Zhu, Yue, Student, Brandeis Univ

Michigan

Ann Arbor

*Nelson, Joyce, Director of Public Service Training, Washtenaw Community College

Coloma

Roe, Jason, Chief of Police, Coloma Twp Police Dept

Muskegon

Wypa, David, Chief of Police, Muskegon Twp Police Dept

Oxford

Solwold, Michael D, Acting Chief of Police, Oxford Village Police Dept

Romulus

Settles, Jadie, Chief of Police, Romulus Police Dept

Shelby

TenBrink, Terry L, Chief of Police, Village of Shelby Police Dept

Swartz Creek

Bade, Matthew, Lieutenant, Metro Police Authority of Genesee Co

Wilson

Pearson, Terry L, Chief of Police, Hannahville Tribal Police Dept

Minnesota

Breckenridge

Karlgaard, Kris, Chief of Police, Breckenridge Police Dept

Burnsville

*Smith, Matt, Sergeant, Burnsville Police Dept

Kasson

Berghuis, Kent D, Chief of Police, Kasson Police Dept

Minneapolis

*Eller, Mahogany, Sr Manager Public Safety Stakeholder Engagement, Target Corp

*McCabe, Paul, Senior Director Corporate Security, Target Corp

Saint Paul

Gaden, Bryant, Commander, St Paul Police Dept
Thomasser, Robert, Commander, St Paul Police Dept

Mississippi

Batesville

Pittman, Kerry W, Deputy Chief of Police, Batesville Police Dept

Missouri

Edmundson

Ansell, David, Chief of Police, Edmundson Police Dept

Jefferson City

*Gregory, Phil, Lieutenant, Missouri State Hwy Patrol

Kansas City

Jones, Darrin E, Special Agent in Charge, FBI

Laurie

*Nickerson, Angela, Assistant Chief of Police, Laurie Police Dept

Louisiana

Epperson, April E, Chief of Police, Louisiana Police Dept

New Florence

Arrington, Jimmy E, Chief of Police, New Florence Police Dept

Pleasant Valley

Abraham, Gordon H, Chief of Police, Pleasant Valley Police Dept

Poplar Bluff

Vitale, Jeffrey N, Troop Commander Captain, Missouri State Hwy Patrol

Saint Louis

Cross, Charles R, Chief of Police, Terminal Railroad Police Dept

Griffin, John A, Chief of Police, Breckenridge Hills Police Dept

*Isom, Daniel, General Manager, REJIS

Springfield

Clay, Eric S, Director of Public Safety, Coxhealth Dept of Public Safety

Parton, Stacey T, Lieutenant, Springfield Police Dept

St Joseph

Puett, William D, Sheriff, Buchanan Co Sheriff's Office

*Leasor, Thomas, Executive Director, Eastern Missouri Police Academy

Town & Country

*Giacopelli, Joseph, Sergeant, Town & Country Police Dept

Woodson Terrace

Hunter, Daniel L, Detective Lieutenant, Woodson Terrace Police Dept

Nebraska

Omaha

Bell, Dave Allan, Deputy Chief of Police, Metropolitan Community College Police

Thomas, Sherie, Lieutenant, Omaha Police Dept

Nevada

Carlin

Fobes, Dennis, Chief of Police, Carlin Police Dept

Fallon

Emerson, Marshall R, Chief of Police, Fallon Tribal Police Dept

Gardnerville

Blackeye, David, Chief of Police, Washoe Tribe Police Dept

Las Vegas

*Ferranti, Carol, Student, Univ of Nevada Greenspun College of Urban Affairs

McCurdy, Gregory, Assistant Sheriff Ret, Las Vegas NV

Reno

Soto, Jason D, Chief of Police, Reno Police Dept

New Hampshire

Concord

Wagner, Christopher J, Colonel/Director, New Hampshire State Police

Merrimack

Killkelley, Dean R, Lieutenant, Merrimack Police Dept

New Jersey

Collingswood

Carey, Kevin J, Chief of Police, Collingswood Police Dept

East Hanover

Ambrose, John A, Captain, East Hanover Police Dept

Glen

Gardner Gale, John E, Chief of Police, Lebanon Twp Police Dept

Jackson

*Kelly, Michael, Patrolman, Jackson Police Dept

Lakewood

Meyer, Gregory H, Chief of Police, Lakewood Police Dept

Lawrenceville

Amodio, Joseph, Lieutenant, Lawrence Twp Police Dept

Drew, Timothy, Lieutenant, Lawrence Twp Police Dept

Little Egg Harbor

Bezak, Troy, Lieutenant, Little Egg Harbor Police Dept

Hart, Michael, Lieutenant, Little Egg Harbor Police Dept

Hawkins, James, Lieutenant, Little Egg Harbor Police Dept

*Thornton, Thomas, Sergeant, Little Egg Harbor Police Dept

Madison

Longo, Joseph M, Lieutenant, Madison Police Dept

Miscia, John R, Lieutenant, Madison Police Dept

Manahawkin

*Killeen, Peter, Police Stress Psychotherapist, Port Authority of NY & NJ Police Unions

Medford Lakes

Dugan, Robert, Chief of Police, Medford Lakes Police Dept

Middletown

Stefanski, Robert, Deputy Chief of Police, Middletown Twp Police Dept

*Van Schaack, Eric, Patrolman, Middletown Police Dept

Monmouth Junction

Giampietro, Christopher, Captain, South Brunswick Twp Police Dept

Mullica Hill

Cundey, Ronald A, Lieutenant, Harrison Twp Police Dept

New Brunswick

O'Flanagan, Emma R, Lieutenant, Rutgers Univ Police Dept

Oradell

Zdanowicz, Richard, Lieutenant, Oradell Police Dept

Palmira

Ryan, Timothy, Lieutenant, Burlington Co Bridge Commission Police Dept

Raritan

Nolte, Raymond A, Chief of Police, Raritan Borough Police Dept

Wall

Brown, Kenneth, Captain, Wall Twp Police Dept

Carpino, Greg R, Lieutenant, Wall Twp Police Dept

Clark, Charles T, Lieutenant, Wall Twp Police Dept

O'Halloran, Sean P, Lieutenant, Wall Twp Police Dept

Wilbert, Joseph J, Lieutenant, Wall Twp Police Dept

Wanaque

Kronyak, Robert C, Chief of Police, Wanaque Police Dept

West Wildwood

Ferentz, Jacquelyn, Chief of Police, West Wildwood Police Dept

New Mexico

Albuquerque

*Newman, Richard, Senior Manager, Sandia National Laboratories

Carlsbad

*Threlkeld, Eric, Detective Sergeant, Eddy Co Sheriff's Office

Fort Sumner

Hartigan, John T, Lieutenant/Executive Officer, De Baca Co Sheriff's Office

Jemez Pueblo

Weatherspoon, Clinton, Lieutenant, Pueblo of Jemez Police Dept

Santa Fe

*Marshall, Stephan E, Director, New Mexico Law Enforcement Academy

New York

Albany

*Singleton, William J, Sergeant, New York State Police

Alfred

Burch, Dylan, Sergeant Investigations, Alfred Police Dept

Baldwinsville

Lockwood, Michael J, Lieutenant, Baldwinsville Police Dept

Buffalo

Ford, John M, Lieutenant, NFTA Transit Authority Police Dept

Canandaigua

Storer, John, Chief Deputy, Ontario Co Sheriff's Office

Carmel

Boscia, Paul A, Undersheriff, Putnam Co Sheriff's Dept

Clinton

Coots, Francis, Director of Campus Safety, Hamilton College

Ellenville

*Lonstein, Wayne D, CEO, VFT Solutions Inc

Endicott

Garey, Patrick J, Chief of Police, Endicott Police Dept

Williams, Craig P, Assistant Chief of Police, Endicott Police Dept

Fredonia

Meyers, Bradley C, Chief of Police, Fredonia Police Dept

Ithaca

Kerry, Bill, Chief of Police, Ithaca College Office of Public Safety

Mount Vernon

*Buddenhagen, Karen, Police Officer, Mount Vernon Police Dept

Hastings, Roy, Acting Deputy Chief of Police, Mount Vernon Police Dept

New York

Abbruzzese, Rosemary, Police Advisor, Permanent Mission of Canada to the UN

Collins, Quchee S, Chief of Police, Dept of Citywide Administrative Services Police

Wade, Cecil, Deputy Chief of Police, New York City Police Dept

Pleasantville

Grutzner, Erik P, Chief of Police, Village of Pleasantville Police Dept

Poughkeepsie

Wilson, Richard T, Captain, Poughkeepsie Police Dept

Pound Ridge

Ryan, David M, Chief of Police, Pound Ridge Police Dept

Schenectady

Clifford, Eric S, Chief of Police, Schenectady Police Dept

Falvo, Jack, Assistant Chief of Police, Schenectady Police Dept

Leguire, Patrick, Assistant Chief of Police, Schenectady Police Dept

Seber, Michael J, Assistant Chief of Police, Schenectady Police Dept

Sparkill

Viohl, Michael J, Assistant Director Campus Safety, St Thomas Aquinas College

St Bonaventure

*Segrue, Gary M, Director Safety & Security, St Bonaventure Univ

Utica

*Yohn, Alec J, Student, Utica College

Victor

*Pisciotta, Frank, President, Business Protection Specialists Inc

West Point

Allison, Matthew, Director of Emergency Services West Point, US Army

North Carolina

Apex

*Parody, Thomas, Lieutenant, Apex Police Dept

Rhodes, Gregory, Lieutenant, Apex Police Dept

Bunn

King, Tommy, Chief of Police, Bunn Police Dept

Cary

*Ewens, Andrew, Owner/Toxicologist, Ewens Toxicology Consulting LLC

Cherryville

Jenks, Richard C, Chief of Police, Cherryville Police Dept

Columbus

Hill, Donald J, Sheriff, Polk Co Sheriff's Office

Enfield

Davis, M'Bechi T, Chief of Police, Enfield Police Dept

Hickory

Baer, Reed, Deputy Chief of Police, Hickory Police Dept

Kernersville

Summers, Tim, Chief of Police, Kernersville Police Dept

Pinehurst

Evans, Raymond O, Captain, Pinehurst Police Dept

Raleigh

Ward, Vic, Lieutenant Colonel, North Carolina State Hwy Patrol

Wilson

Harris, Winston E, Captain, Wilson Police Dept
Smith, Eric G, Captain, Wilson Police Dept

Ohio

Cleveland

Buck, Mark, Chief, Federal Reserve Bank of Cleveland

Columbus

*Pettus, Ned, Director of Public Safety, City of Columbus

Dublin

Cesaro, Ken S, Lieutenant, Perry Twp Police Dept

Euclid

Meyer, Scott A, Chief of Police, Euclid Police Dept

Mason

Carter, Todd M, Chief of Police, Mason Police Dept

Newark

*Sowards, Jeffrey L, Commander, Central Ohio Technical College

Warren

Lohry, Charles, Assistant Chief of Police, Mercy Health Police Dept

Oklahoma

Norman

*Lewis, Dale, Lieutenant, Univ of Oklahoma Police Dept

Oregon

Kalmath Falls

Brosterhouse, Ryan G, Captain, Klamath Falls Police Dept

Medford

*Grove, John, VP Business Development, Athena Advanced Networks
Ivens, Justin R, Lieutenant, Medford Police Dept

Salem

Fox, Timothy R, Captain, Oregon State Police

Woodburn

Pilcher, Martin, Lieutenant, Woodburn Police Dept

Pennsylvania

Bangor

Miller, Scott E, Chief of Police, Washington Twp Police Dept

Buckingham

Gallagher, Michael S., Chief of Police, Buckingham Twp Police Dept

Canonsburg

Coghill, Alexander, Chief of Police, Canonsburg Borough Police Dept

Carlisle

Landis, Taro D, Chief of Police, Carlisle Borough Police Dept

Danville

McGinley, Sean T, Chief of Police, Mahoning Twp Police Dept

Easton

Lohenitz, Matthew J, Captain, Easton Police Dept

Edinboro

Vincent, Angela, Chief of Police, Edinboro Univ of Pennsylvania

Elizabeth

Bosco, Richard M, Chief of Police, Lincoln Borough Police Dept

Forty Fort

Hunsinger, Daniel E, Chief of Police, Forty Fort Police Dept

Greensburg

Dubovi, Thomas E, Captain, Pennsylvania State Police

Harrisburg

*Boutsellis, Alexandra, Administrative Assistant, Pennsylvania Chiefs of Police Assn

Kittanning

Gahagan, Robert D, Chief of Police/OIC, West Kittanning Police Dept

Mars

Anglum, Shawn T, Chief of Police, Adams Twp Police Dept

Mount Joy

Williams, Maurice M, Chief of Police, Mount Joy Borough Police Dept

New Freedom

Smuck, Darryl, Sergeant, Southern Regional Police Dept

Philadelphia

Byham, Joseph E, Managing Director of Public Safety, Thomas Jefferson Univ
Carangi, Edward, Lieutenant, Drexel Univ Police Dept
Josey, Jonathan D, Lieutenant, Philadelphia Police Dept
Major Crimes Unit
Metzger, James, Deputy Chief, Amtrak

Reading

Horner, Brian, Chief of Police, Northern Berks Regional Police

Sellersville

Blake, Rodney T, Chief of Police, Pennridge Regional Police Dept

West Alexander

Yancosek, John P, Chief of Police, Donegal Twp Police Dept

Whitaker

Considine, Charles, Chief of Police, Whitaker Borough Police Dept

Wilkes Barre

*Miller, Philip, Lieutenant, Wilkes Univ Dept of Public Safety

Williamsport

Mayes, Donald R, Captain, Williamsport Bureau of Police
Miller, Jody, Captain, Williamsport Bureau of Police

Rhode Island

Hope

Delaere, Donald R, Chief of Police, Scituate Police Dept

Woonsocket

Oates, Thomas F, Chief of Police, Woonsocket Police Dept

South Carolina

Florence

*Bryant, Helen, Officer, Florence Police Dept

Folly Beach

Kelley, K Scott, Lieutenant, Folly Beach Dept of Public Safety

Rock Hill

Albert, Bobby J, Captain, South Carolina Hwy Patrol

South Dakota

Aberdeen

*Farmen, Dale, Sergeant, Aberdeen Police Dept

Brookings

Diamond, Justina, Lieutenant, Brookings Police Dept

Pierre

*Albertson, Todd, Sergeant, South Dakota Hwy Patrol
*Andress, Elbert, Special Agent, South Dakota Division of Criminal Investigation
*Barrick, Shann, Trooper, South Dakota Hwy Patrol
*Bedford, Trey, Trooper, South Dakota Hwy Patrol
*Berndt, John, Trooper, South Dakota Hwy Patrol
*Boutchee, Samson, Sergeant, Pierre Police Dept
*DeKramer, Kristoff, Trooper, South Dakota Hwy Patrol
*Dowling, Dylan, Trooper, South Dakota Hwy Patrol
*Duran Garcia, Angel, Trooper, South Dakota Hwy Patrol
Houghtaling, Stephen, Supervisory Deputy US Marshal, US Marshals Office
*Kastein, Jerry, Trooper, South Dakota Hwy Patrol
*Neuharth, Tyler, Special Agent, South Dakota Division of Criminal Investigation
*Olson, Josh, Trooper, South Dakota Hwy Patrol
*Ross, Slade, Sergeant, South Dakota Hwy Patrol
*Serr, T J, Trooper, South Dakota Hwy Patrol

Spencer, Brett, Supervisory Special Agent, South Dakota Division of Criminal Investigation
*Tedder, James, Trooper, South Dakota Hwy Patrol

Rapid City

*Cassen, Craig, Sergeant, Rapid City Police Dept
Morrison, Dustin, Lieutenant, Pennington Co Sheriff's Office
*Olson, Stephanie, Assistant Director of Operations for Dispatch, Pennington Co ESCC
Wood, Heather, Security Lieutenant, Pennington Co Sheriff's Office
Yantis, Rob, Commander, Pennington Co Sheriff's Office

Sioux Falls

Garden, Jeff, Lieutenant, Sioux Falls Police Dept
Hoekstra, Kyle, Lieutenant, Sioux Falls Police Dept
Lohr, Jon, Lieutenant, Sioux Falls Police Dept
McClary, Darren, Lieutenant, Sioux Falls Police Dept
*Mundahl, Jesseca, Deputy Director, Metro Communications 911
*Phillips, Josh, Sergeant, Minnehaha Co Sheriff's Office

Spearfish

*Larson, Brian W, Corporal, Spearfish Police Dept

Sturgis

*Alley, Mark, Sergeant, Sturgis Police Dept

Yankton

Brandt, Todd, Lieutenant, Yankton Police Dept

Tennessee

Blaine

Winstead, James E, Chief of Police, Blaine Police Dept

Knoxville

Fregeolle, Derek C, Lieutenant Professional Standards, Knox Co Schools Division
Paidousis, Gus M, Chief of Police, Knox Co Schools Division

Mason

Yarbrough, D Terry, Chief of Police, Mason Police Dept

Oak Ridge

Akagi, James, Chief of Police, Oak Ridge Police Dept

Texas

Arlington

Lowery, James W, Deputy Chief of Police, Arlington Police Dept

Azle

Pippins, Rick D, Chief of Police, Azle Police Dept

Balcones Heights

Volz, Darrell, Chief of Police, Balcones Heights Police Dept

College Station

*Schiller, Kristi K, Founder, K9s4cops

Dallas

*Price, Randall, Forensic Psychologist, Price Proctor & Associates LLP

Duncanville

*McCaleb, Christopher, Administrative Lieutenant, Duncanville Police Dept

El Paso

*Massey, William, Administrator, Texas Anti Gang Center

Eules

Landers, Gary L, Assistant Chief of Police, Eules Police Dept

Garland

*Orozco, John, Lieutenant, Garland Police Dept

Houston

*Morrisey, Patrick, Officer, Houston Police Dept
Rodriguez, Clemente, Captain, Rice Univ Police Dept
Simmons, Steven, Lieutenant, Houston Police Dept
Katy *Povinelli, Geoffrey, Managing Director, Off Duty Management

Lewisville

*Mason, Laura, Sales Manager, Cardinal Tracking Inc

Magnolia

Enloe, Terry G, Chief of Police, Magnolia Police Dept

- Olney**
*Cross, Robert, Reserve Supervisor, Olney Police Dept
- Pasadena**
Espinoza, Alberto, Lieutenant, Pasadena Police Dept
- Prairie View**
Solomon, Anthony D, Chief of Police, Prairie View Police Dept
- Queen City**
McGee, Robert W, Chief of Police, Queen City Police Dept
- Smithville**
Maugere, Michael J, Chief of Police, Smithville Police Dept
- Taylor**
Lagrone, Jeffery P, Commander Field Services, Taylor Police Dept
- The Colony**
Fox, Michael, Assistant Chief of Police, The Colony Police Dept
- Venus**
Boese, Michael, Chief of Police, Venus Police Dept
- Waco**
Norcross, Mark B, Assistant Chief of Police, Waco Police Dept
- West**
Milligan, Richard W, Lieutenant, West Police Dept
- Woodsboro**
Diaz DeLeon, Martin, Chief of Police, Woodsboro Police Dept
- Utah**
- Salt Lake City**
Anderson, Jess, Major, Utah Hwy Patrol
- Virginia**
- Annandale**
*Ong, Tony, Sergeant, Northern Virginia Community College Police
- Arlington**
*Santos, Alan, Specialist Leader, Deloitte
- Charlottesville**
*Easton, Mike, Sergeant, Albemarle Co Police Dept
*Miller, Kevin, Sergeant, Albemarle Co Police Dept
- Fairfax**
*Cassell, Merritt, Sergeant, Fairfax Co Police Dept
*Cenac, William, Master Deputy Sheriff, Fairfax Co Sheriff's Office
*Colorado, Mario, Private First Class, Fairfax Co Police Dept
*Farrell, John, Master Police Officer, Fairfax Co Police Dept
*Flores, Fidel, Master Deputy Sheriff, Fairfax Co Sheriff's Office
*Gray, Derek, Sergeant, Fairfax Co Police Dept
*Guy, Bryan, Private First Class, Fairfax Co Sheriff's Office
*Jackson, Jay, Sergeant, Fairfax Co Police Dept
*Keaveny, Christopher, Sergeant, Fairfax Co Police Dept
*Lasowitz, Matthew, Private First Class, Fairfax Police Dept
*Lehr, Richard, Private First Class, Fairfax Co Police Dept
*Lingenfelter, Douglas, Master Police Officer, Fairfax Co Police Dept
*Missler, Andrew, Sergeant, Fairfax Co Police Dept
*Mittiga, Michael, Sergeant, Fairfax Co Police Dept
*Redman, Laura, Private First Class, Fairfax Co Police Dept
*Shaw, Kevin, Sergeant, Fairfax Co Police Dept
*Smith, Leah, Private First Class, Fairfax Co Police Dept
*Soto, Shenise, Civilian, Fairfax Co Police Dept
*Stevens, Curtis, Second Lieutenant, Fairfax Co Police Dept
*Sutherland, Warren, Sergeant, Fairfax Police Dept
*Toler, Beulah, Master Deputy Sheriff, Fairfax Co Sheriff's Office
- Farmville**
Ellington, Anthony Q, Chief of Police, Farmville Police Dept
- Herndon**
*Ruffin, Henry, Corporal, Herndon Police Dept
- Lynchburg**
Jamison, Mark, Major, Lynchburg Police Dept
- Manassas**
Hatcher, Vic P, Lieutenant, Manassas Police Dept
- McLean**
*Watson, Charles, Systems Engineer, MITRE Corp
- Occoquan**
Linn, Adam, Interim Chief of Police, Occoquan Police Dept
- Portsmouth**
Greene, Angela, Assistant Chief of Police, Portsmouth Police Dept
- Quantico**
Brooks, Brian K, Deputy Assistant Director, FBI
- Richmond**
*Dion, Shannon, Director of Policy & Legislative Affairs, Virginia Dept of Criminal Justice Services
- Roanoke**
Slough, Kevin L, Commander, Roanoke Co Police Dept
- South Hill**
Bowen, Stuart W, Chief of Police, South Hill Police Dept
- Spotsylvania**
Bird, Travis D, Commonwealth's Attorney, County of Spotsylvania
- Vinton**
Foster, Thomas L, Chief of Police, Vinton Police Dept
- Washington**
- Ashford**
Dimmick, Curt, Chief Park Ranger, National Park Service
- Fife**
Gardner, Aaron, Captain, Fife Police Dept
Woods, David, Assistant Chief of Police, Fife Police Dept
- Mabton**
Haglin, Phineas F, Chief of Police, Mabton Police Dept
- Mill Creek**
*Fleming, Rodney J, Sergeant, Mill Creek Police Dept
- Olympia**
*Nagel, Karl E, Labor & Policy Advisor, Washington State Patrol
- Port Angeles**
Viada, Jason X, Deputy Chief of Police, Port Angeles Police Dept
- Renton**
*Curran, Peter, Hospital Security Officer, Univ of Washington Valley Medical Center
- Tacoma**
*Bollinger, Guy, IT Analyst Senior Technical, Tacoma Police Dept
- Tukwila**
Mitchell, Richard, Deputy Chief of Police, Tukwila Police Dept
- West Virginia**
- Elkins**
Raffety, J C, Interim Chief of Police, Elkins Police Dept
- Morgantown**
*Spaulding, Jamie, Graduate Teaching Assistant, West Virginia Univ
- Vienna**
Pifer, Michael A, Chief of Police, Vienna Police Dept
- Wisconsin**
- Kenosha**
*Bandi, Daniel, Sergeant, Kenosha Police Dept
- Lodi**
Klicko, Scott A, Chief of Police, Lodi Police Dept
- Madison**
*Lyons, Christian, Student, American Public Univ
- Nenah**
Seaver, Tim, Chief of Police, Fox Crossing Police Dept
- Osseo**
Straschinske, William E, Chief of Police, Osseo Police Dept
- Rothschild**
Hunt, Jeremy, Chief of Police, Rothschild Police Dept
- Waunakee**
Plendl, Kevin, Chief of Police, Waunakee Police Dept
- Waupaca**
Hoelzel, Brian K, Chief of Police, Waupaca Police Dept
- Wausau**
Bliven, Benjamin K, Deputy Chief of Police, Wausau Police Dept
- Wyoming**
- Diamondville**
Thompson, Mike, Chief of Police, Diamondville Police Dept
- Fort Washakie**
*Lau, Kevin, Police Officer, Bureau of Indian Affairs OJS
- La Barge**
Holshouser, Bill M, Chief of Police, La Barge Police Dept
- Sundance**
Noonan, Martin D, Chief of Police, Sundance Police Dept

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

Louis J. Bervid Jr., Chief of Police (ret.), Geneseo, Illinois (life member)

Daniel P. Casey, Assistant Administrator Enforcement (ret.), Drug Enforcement Administration; Peoria, Arizona (life member)

Peter H. Convery, Undersheriff, Putnam County Sheriff's Department, Carmel, New York

Brian C. Costa, Chief of Police, Keene, New Hampshire

Francis A. Keala, Chief of Police (ret.), Honolulu, Hawaii (life member)

Curtis P. Thomas, Communications Manager, Salt River Tribal Police Department, Scottsdale, Arizona

Richard Wejnert, CEO, Monarch Public Safety Sales, Point Pleasant, New Jersey

J. A. Zimmerman, Legal Advisor (ret.), King County Department of Public Safety; Des Moines, Washington (life member)

Product update

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



Digital recording systems

AngelTrax introduces the Vulcan Series in-vehicle surveillance systems and Pro8 Central Management System software. This new product lineup will offer clients full HD video of up to 1080P and up to 4-megapixel resolution, along with the ability to schedule or automatically download video clips via Wi-Fi or cellular with Pro8 CMS. Vulcan Series DVRs are engineered to record IP cameras and HD cameras on the same system and display them simultaneously on screen during playback. Recording two types of camera feeds on the same system enables the fleet operator to have IP cameras installed in key locations where clarity is most needed.

For more information, visit www.angeltrax.com.

Radio interoperability

JPS Interoperability Solutions, Inc., announces its new RSP-Z2. The RSP-Z2 combines the capabilities of the company's network extension unit (NXU) and analog radio adapter (ARA products). The RSP-Z2 supports SIP, RTP, RoIP, PSTN, and radio connections allowing public safety agencies to communicate with a vast array of communication devices using a single interoperable platform. It works on a Linux operating system; includes a smartphone and tablet interface; connects to the company's wide area interoperability system (WAIS); and supports SIP/ROIP pass-through, radio relays, a SIP/ROIP net with two radios, and PSTN to radio communications.

For more information, visit www.jpsinterop.com.

Helmet

Michael Lupton Associates Ltd. (MLA) offers a new and improved public order helmet, the Merlin. The new helmet is the result of a working group involving four organizations coming together over a three-year period to develop a product that provides an improved level of head protection and comfort built to the PSDB Protective Headwear Standard for UK Police (2004). The Merlin's features include an improved visor seal; improved provision for communications; head cooling and breathability improvements; flammable liquid roll off; and a lighter weight design.

For more information, visit www.mlapoliceequipment.co.uk.

Online CSI skills proficiency assessments

Competency assessments are vital to ensure that crime scene investigators have the skills and understanding to process crime scenes properly. Online crime scene skills assessments using virtual scenes and tools are available. The National Forensic Science Technology Center (NFSTC), headquartered in Largo, Florida, hosts and manages the online tool. Proficiency testing is critical in forensic science to ensure protocols and procedures are performed consistently and correctly and skills are maintained. Laboratories seeking to achieve or maintain ISO certifications are required to use regular assessments to ensure a high standard of performance and quality, and crime scene investigators are no exception.

For more information, visit www.nfstc.org.

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Unmanned aerial system

Aeronautics Group presents the Orbiter 2 UAS: a compact and lightweight system that is designed to offer extended endurance and range while being operated by a crew of only two people. It carries a multi-sensor camera with day-and-night channels and a laser pointer; it is gyro-stabilized with tri-sensor and zoom payload and can fly for four hours and to a distance of up to 80 km. Easy to operate and quickly assembled, the system is launched from a catapult and lands using a parachute and an airbag. The system delivers advanced image processing, accurate navigation, and net landing capability for maritime operations.

For more information, visit www.aeronautics-sys.com.

Electronic security system control solution

Digi Security Systems, partnering with Gallagher, offers a full suite of professional services, from business requirement analysis and customization services through application engineering and auditing. Digi develops systems using the Gallagher Command Centre, a powerful access control solution designed to give customers complete site control and management. Fully configurable to suit the unique needs of an agency, Command Centre allows users to define, manage, and report on all aspects of their system. Everything that happens on-site is relayed to the Command Centre operators in real time, enabling a swift and appropriate response to security threats. The Command Centre also offers seamless integration with all complimentary security and site management solutions, including Gallagher's flexible, integrated access control solutions, managing multiple access points to control risk, and integrates with video security platforms, intruder alarms, and perimeter protection products.

For more information, visit www.digiss.com/government.



Laser scanner

Teledyne Optech announces the Polaris Terrestrial Laser Scanner. This versatile, productive, and user-friendly scanner bridges the gap between indoor and outdoor scanners. It can survey targets up to 1,600 meters away in long-range mode or collect up to 500,000 measurements per second in short-range mode. Its 360°x120° field of view (FOV) captures indoor panoramas from a single site, while its rugged design, light weight, and swappable batteries let it travel deep into the field. It automatically detects its own location with a built-in GNSS receiver and selects the planned survey parameters for the site.

For more information, visit www.teledyneoptech.com.

Laser sight

B.E. Meyers & Co. Inc., introduces the MAWL-C1+ commercial laser device. It allows for quick operation in the dark and on the move. The laser can be manipulated from near to far and back again between short-range, mid-range, and long-range specific settings. With low-profile activation buttons centered at just 0.37" above the rail, the MAWL design offers an unparalleled combination of range adjustment and speed of use. The power balance of infrared illumination and pointing irradiance at different ranges becomes critical as commercial night vision quality continually increases, which is why MAWL-C1+ brings settings specific for close range to long-range target engagement, providing the user with a distinctive and functional near-infrared illuminator with irradiance on target and allowing for positive identification of objects.

For more information, visit www.bemeyers-mawl.us.



Digital forensics tool

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Communications Technologies: Interoperability, Security, and Accountability



By Rob Wilson, Founder, Chief Executive Officer, Secured Communications

Despite huge advances in communications technology since the 1990s, the efficient flow of information to and between officers remains one of the largest challenges facing law enforcement agencies. Radio channels get cluttered, large crowds can make it hard to hear dispatches, and unencrypted platforms are vulnerable to penetration. Many public safety organizations—even those from neighboring jurisdictions—still can't communicate with each other during a large-scale response scenario.

At the same time, it's never been easier to exchange rich, multimedia information, using the computers (smartphones) that almost everyone carries around in their pockets. Facing the limitations of their "official" technology, many

officers do use their personal devices to send each other critical investigative or public safety information—thus putting sensitive information on unsecured platforms and outside of public records retention systems. But it works, and it gets the job done, so it continues to take place.

Talk to any chief of police and they'll tell you what they need: a secure, reliable technology to share departmental alerts and information that protects the privacy of citizens and the integrity of investigations. One agency is ahead of the curve in providing its officers exactly that.

A Party and Events Mecca

The Las Vegas Metropolitan Police Department (LVMPD) is one of the largest police agencies in the United States, protecting a resident population of more than 1.5 million and annually ensuring the safety of more than 40 million tourists. The agency handles more than 1.3 million 9-1-1 calls annually.¹

LVMPD is also responsible for securing some of the year's biggest parties, including the New Year's Eve celebrations on the Las Vegas Strip, which attract more than 300,000 partygoers in and around all the famous casinos. In fact, the U.S. Department of Homeland Security assigned a Level 2 Special Event Assessment Rating (SEAR) to the most recent Las Vegas New Year's Eve celebration—the only U.S. event to merit a higher classification is the Super Bowl.²

To aid communication, LVMPD contracted with a company that provides an encrypted messaging platform tailored to the needs of public safety organizations. Officers can communicate one-to-one or in groups using encrypted voice, text, video, and file sharing.

For the New Year's Eve celebration, LVMPD extended the platform to 52 hotels, including Stations Casinos, Caesars, MGM properties, and others. This enabled law enforcement and the highly capable security organizations on these properties to exchange information about potential mobile threats, hotspots, or persons of interest. More than 50,000 encrypted messages were shared during the event.

Sheriff Joe Lombardo, Las Vegas Metropolitan Police Department, spoke to the interoperability benefits of a shared platform, "What's unique about this system is its ability to allow

any public safety agency or private company to quickly exchange critical information."³

In addition to connecting disparate organizations, visual messaging augments the police radio network, which can be especially difficult to hear during major events. Requests to repeat dispatches clutter the airwaves and crowd out other critical communications.

"Officers have a hard time hearing police radios in large crowds," explains LVMPD Captain Christopher Tomaino. "But they can quickly just reread the text and see exactly what the person meant."⁴

Potential Concerns of Parallel Systems

As law enforcement agencies have moved to radio systems that encrypt communications, they have faced criticism from some citizen watchdogs who can no longer listen in on what the department is doing. Protecting these communications is a critical public safety issue for officers, who, in some cases, have been compromised by criminals listening in on their coordination and movements. But it's also an issue for both suspects and victims, whose privacy is diminished once their names are transmitted over open radio channels.

However, the public also has a right to know what its law enforcement agencies are doing. That's why LVMPD provides encrypted radios to the local media and is open about its other communications.

As mentioned above, it's already the case that officers in many agencies are already using their personal devices to communicate with each other and using the open texting platforms included with their phones.

"Either you have a formal BYOD (Bring Your Own Device) policy or it just ends up happening anyway," says Chris Perry, Secured Communications' chief operations officer and former director of the Nevada Department of Public Safety. "However, if you run all official communications through a single, encrypted messaging platform, you can firewall the personal and work communications of that officer and ensure all work messaging is in compliance with local, state and federal requirements."⁵

The compartmentalization can be important for maintaining investigational integrity. If an

officer's phone is subpoenaed in a case, there's a strong argument that only the information contained in the official account is relevant. The physical phone then won't even be necessary because the agency can access all those records on the secured servers.

Drawing Clear Lines of Accountability

At the end of the day, the one thing a law enforcement agency can't outsource is its own accountability. The furor over a so-called backdoor that might allow the federal government to look in on encrypted communications over popular platforms like WhatsApp illustrates the danger of making exceptions to true end-to-end encryption.

"While understanding the public safety appeal of a backdoor, if you're going to include one in the encryption code, you might as well not bother encrypting at all," says Perry. "A backdoor for the good government users is also a backdoor for less savory regimes abroad, as well as hackers anywhere."⁶

What this means is that with a truly encrypted messaging platform only the agency can see its own communications. Therefore, the system used must be set up to meet the record storage and retrieval requirements with which agencies must comply.

"We will accede to competent courts of jurisdiction for any inquiry, but we don't have access to our client's encrypted communications," said Perry. "That's the biggest reason why we sell only to trusted organization vetted by the FBI InfraGard program, because I want to be able to sleep at night knowing who has access to this powerful technology."⁷

Better Communications, Better Policing

As important as secured communications are, the biggest advantage to modern technology is that it allows for a better flow of information. Trying to communicate a lot of detailed information to someone in the field is hard to do by radio. A smartphone is the easiest way to take a photo of a suspicious person and immediately share it with command staff—but only if there's an official channel that safeguards that information.

In an emergency situation, LVMPD can use their encrypted file sharing communications platform to set up a temporary or permanent connection that allows near-instantaneous coordination across department lines. The Homeland Security Fusion Center used such a platform extensively during the October 2016 U.S. Presidential Debate, when more than 18,000 messages were shared with local, state, and federal agencies.⁸

Interoperability is another big key. Even now, more than 15 years after the 9/11 terrorist attacks that spotlighted the inability of public safety organizations to communicate with each other, interoperability isn't a reality.

"The requirements are out there, but the reality is they are expensive and haven't been built," says Perry. "These modern systems are functional today and cost effective."⁹ ♦

Notes:

¹Las Vegas Metropolitan Police Department, 2015 Annual Report: Decentralization and Community Engagement, http://www.lvmpd.com/Portals/0/pdf/Annual_Report_2015.pdf.

²"Secured Communications Helps Police Protect 300,000 Revelers at Las Vegas New Year's Eve Celebration," news release, January 11, 2017.

³Ibid.

⁴"Las Vegas Police Using New Smartphone App to Communicate Throughout New Year's Eve," KTNV Channel 13 Las Vegas, <https://www.youtube.com/watch?v=0kw9lJyQK3E&feature=youtu.be>.

⁵Chris Perry (chief operations officer, Secured Communications), interview, November 3, 2016.

⁶Ibid.

⁷Ibid.

⁸Homeland Security Fusion Center (SNCTC) used the platform extensively during the October 2016 Presidential Debate, when more than 18,000 messages were shared with local law enforcement.

⁹Chris Perry, interview, November 3, 2016.

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Highly Automated and Connected Vehicles

By Terence J. McDonnell, Staff Sergeant, Traffic Services Section, New York State Police

Technology advancements are transforming society on a daily basis, and this reality is especially true of automotive transportation. The modern motor vehicle is a computer-controlled machine that is becoming increasingly automated. Fully self-driving vehicles, once a thing of science fiction, are now considered inevitable. While this transformation can be unnerving to some, it holds tremendous potential to reduce motor vehicle crashes and their resultant injuries and fatalities. The National Highway Traffic Safety Administration (NHTSA) estimates that human error is a factor in more than 90 percent of traffic crashes.¹ Therefore, if human operation is removed from the driving task, tremendous public safety benefits should be attainable. In addition, the integration of technologies that allow modern motor vehicles to continually communicate both with each other and with the roadway infrastructure promises to improve safety and efficiency and thereby improve public health. Finally, driverless cars promise increased mobility and independence for large segments of society, including persons who are elderly, who are blind, or who have physical or mental disabilities.

However, such transformative technologies do not come without risk, and regulators and lawmakers face the challenge of striking a balance between encouraging testing and deployment of these vehicles on public roads and potentially hampering technological development due to perceived safety threats. States and political jurisdictions worldwide have taken varying approaches in this regard.

At the federal level in the United States, NHTSA issued its first *Federal Automated Vehicles Policy* in September 2016, which the secretary of transportation acknowledged was not intended to be the final word but merely a framework and foundation on which to build for the future.² Indeed, the NHTSA policy is not regulatory in nature, serving merely as guidance to the industry. It is important to realize that such technologies are also applicable to commercial motor vehicles—and a tremendous potential exists for improved safety and economy for connected and automated trucks. Like NHTSA, the Federal Motor Carrier Safety Administration (FMCSA), which bears responsibility for the safety of the U.S. trucking industry, is engaged in an ongoing effort to balance its safety mission without hampering technological development and integration in the trucking industry.

Autonomous Vehicles: Revolution or Evolution

The history of vehicle automation has largely followed two divergent strategies: a revolutionary approach and an evolutionary one. The revolutionary approach is dedicated solely to the development of fully autonomous vehicles, based largely on GPS tracking, integrated mapping and telemetry, and the development of artificial intelligence to enable the vehicle to “recognize” its environment and “learn” how to respond appropriately based upon millions of miles of experience, much the same way humans learn to drive. The evolutionary approach is based upon the integration of multiple technologies and capabilities, such as lane centering, crash avoidance, blind spot monitoring, and adaptive cruise control, which can allow a human operator to cede driving responsibilities to the vehicle itself only under certain circumstances, en route to perfection of the systems and, ultimately, to autonomous driving.

SAE International (formerly the Society of Automotive Engineers) developed a six-level taxonomy for automated vehicles ranging from no automation (Level 0) to full automation (Level 5) in order to provide a

It is incumbent upon law enforcement leaders to ensure that the needs and concerns of their officers and communities are given proper consideration as jurisdictions contemplate the testing and subsequent deployment of highly automated and connected vehicles.

standard framework for the industry and regulators alike.³ This system has been widely adopted and includes a lexicon of standard terms used in the industry. Highly automated vehicles are considered Levels 3 and 4 and are differentiated by whether the human operator needs to be prepared to take control of the vehicle under circumstances outside of the vehicle’s operational design capabilities (Level 3—Conditional Driving Automation) or if the vehicle itself is capable of achieving a minimal risk condition without human intervention under such circumstances (Level 4—High Driving Automation). A Level 5 vehicle is fully autonomous and can be designed to operate without manual steering or operational controls or even without a human onboard.

Connected Vehicles

In contrast to autonomous vehicle technology, connected vehicle technologies refer to any of a variety of communications technologies that facilitate information sharing between vehicles (vehicle-to-vehicle, also known as V2V), between vehicles and the roadway infrastructure (vehicle-to-infrastructure, also known as V2I), and the vehicle and anything (V2X), including important information for drivers—such as information about inclement weather—via the Internet and “cloud-based” applications. Connected vehicle technologies are largely envisioned to operate on a dedicated short-range communications (DSRC) frequency (5.9 GHz) set aside by the Federal Communications Commission (FCC) specifically for this purpose. DSRC technologies are capable of V2V communications up to about 300 meters, and V2I with roadside equipment at a range of 800 meters or more.⁴ Other communications technologies, such as 4G and 5G, can also be integrated in connected vehicles. A wide variety of V2X capabilities are possible, including

- Intersection and vehicle-to-vehicle collision avoidance
- Intersection control for traffic volume harmonization
- Approaching emergency vehicle warnings
- Roadway alerts and traveler information
- Vehicle performance optimization and resultant fuel economy and environmental benefits
- Commercial vehicle safety inspection clearance
- Toll and parking management

Several connected vehicle technologies are under development specifically for use by the first responder community, including

- Intersection signal prioritization for emergency vehicles
- Enhanced interoperability between first responders en route to or on the scene of emergencies
- Situational awareness and staging guidance
- Public messaging to approaching traffic from on-scene first responders
- Public messaging to aid "move over" law compliance
- Automatic notifications to dispatch points
- Direct communications with highly automated or fully autonomous vehicles
- Electronic VIN and vehicle pedigree transmission to emergency responders to identify potential hazards at crash scenes prior to approach

Although connected vehicle technologies have evolved relatively independent of autonomous vehicle technologies, obvious safety benefits can occur from integrating both to achieve a safety synergy.

Law Enforcement Concerns

While highly automated vehicles hold great promise for the improvement of public safety, there are also significant law enforcement concerns inherent in the testing and deployment

of these vehicles on public roads, particularly as they integrate with traditional vehicles under human operation. These include, but are not limited to

- Enforcement of traffic laws, operator responsibility, and liability
- Risks to first responders from unintended movements and unexpected behavior
- Access to data for crash investigations
- Vehicle response to manual traffic controls or hand gestures
- Vehicle response to emergency vehicles
- Vehicle identification as highly automated or fully autonomous vehicles
- Cybersecurity and criminal use
- Criminal behavior targeting vehicles with predictable behavior
- Commercial vehicle safety and integration of automated commercial vehicles with traffic
- Training needs of law enforcement officers

Technological advancements are occurring rapidly. Although industry and safety organizations alike caution against the temptation to enact laws and regulations governing highly automated vehicles, law enforcement should stay informed and engaged on the issue. It is incumbent upon law enforcement leaders to ensure that the needs and concerns of their officers and communities are given proper consideration as jurisdictions contemplate the

testing and subsequent deployment of highly automated and connected vehicles. ♦

Notes:

¹National Highway Traffic Safety Administration (NHTSA), "Critical Reasons for Crashes Investigated in the National Motor Vehicle Crash Causation Survey," *Traffic Safety Facts*, February 2015, <https://crashstats.nhtsa.dot.gov/Api/Public/ViewPublication/812115>.

²NHTSA, *Federal Automated Vehicles Policy: Accelerating the Next Revolution in Roadway Safety*, September 2016.

³SAE International, *Taxonomy and Definitions of Terms Related to Driving Automation Systems for On-Road Motor Vehicles*, September 2016.

⁴*Connected Responder Business Needs Case Framework*, Rylex Public Safety Consulting, 2016.



Is your agency addressing traffic safety issues in an innovative way that could work in other jurisdictions? Contact Michael Fergus (fergus@theiacp.org) to discuss the possibility of writing a Traffic Safety Initiatives column for *Police Chief*.

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Law Enforcement Guidelines and Strategies for Addressing Sexual Violence in the LGBTQ Community

By Michael Rizzo, Project Manager, IACP; Kristen McGeeney, Project Manager, IACP; and Julie Patrick, National Partners Liaison, Raliance, Washington, DC

Sexual violence affects every demographic and every community, including lesbian, gay, bisexual, transgender, and queer or questioning (LGBTQ) individuals. The National Coalition of Anti-Violence Projects (NCAVP) estimates that nearly 1 in 10 LGBTQ survivors of intimate partner violence has experienced sexual assault by their partners.¹ According to the *National Intimate Partner and Sexual Violence Survey* conducted by the Centers for Disease Control and Prevention, individuals who self-identify as lesbian, gay, and bisexual experience intimate partner violence at similar or higher rates than self-identified heterosexual individuals.² The alarming rates of sexual violence within the LGBTQ community warrant a strategic response from law enforcement, including the implementation of effective policies and procedures to address the specific needs of individuals who identify as LGBTQ and to build and sustain positive, healthy relationships between law enforcement and the LGBTQ community.

The decision to report and the process of reporting a sexual assault to law enforcement can be difficult for any victim, regardless of sexual orientation or gender identity. When compounded with the historically strained relationship between the LGBTQ community and law enforcement, this decision becomes even more difficult.³ When crimes of sexual

violence go unreported, survivors might not receive needed services, perpetrators are not held accountable, and the community remains at risk for continued victimization. It is incumbent upon law enforcement leaders to prioritize active relationship building with and improvement of services to the LGBTQ community in service of the profession's overall goals to reduce crime, hold offenders accountable, and improve community safety.

In the United States, relationships between lesbian, gay, bisexual, transgender, queer or questioning, and gender non-conforming communities and government institutions have historically been marred by discrimination, poor communication, harassment, and an absence of trust. Every U.S. state had antisodomy laws—which specifically target and criminalize sexual intimacy between LGBTQ individuals—on their books at some point in their history. These laws still exist in 16 states, though they were declared unconstitutional by the U.S. Supreme Court in 2003.⁴ Government harassment of the LGBTQ community has also taken the form of discrimination in eligibility for employment, military service, and child custody, and police raids for violations of minor statutes like liquor licensing and public lewdness laws have historically been used to target and harass LGBTQ people in the social spaces they carved out for themselves.

Drawing from promising practices and innovative initiatives pioneered by law enforcement agencies throughout the United States, the IACP, in collaboration with a group of multidisciplinary subject matter experts, is developing *Guidelines for Addressing Sexual Violence in the LGBTQ Community*. This project is made possible through a competitive impact grant

Glossary

Ally: A person who is not LGBTQ but shows support for LGBTQ people and promotes equality in a variety of ways.

Bisexual: A person emotionally, romantically, or sexually attracted to more than one sex, gender, or gender identity though not necessarily simultaneously, in the same way or to the same degree.

Gay: A person who is emotionally, romantically, or sexually attracted to members of the same gender.

Gender Nonconforming: A broad term referring to people who do not behave in a way that conforms to the traditional expectations of their gender or whose gender expression does not fit neatly into a category.

Queer: A term people often use to express fluid identities and orientations. Often used interchangeably with “LGBTQ.”

Questioning: A term used to describe people who are in the process of exploring their sexual orientation or gender identity.

Transgender: An umbrella term for people whose gender identity and/or expression is different from cultural expectations based on the sex they were assigned at birth. Being transgender does not imply any specific sexual orientation. Therefore, transgender people may identify as straight, gay, lesbian, bisexual, etc.

Source: Human Rights Campaign, “Glossary of Terms,” <http://www.hrc.org/resources/glossary-of-terms>.

The National Coalition of Anti-Violence Projects (NCAVP) estimates that nearly 1 in 10 LGBTQ survivors of intimate partner violence has experienced sexual assault by their partners.



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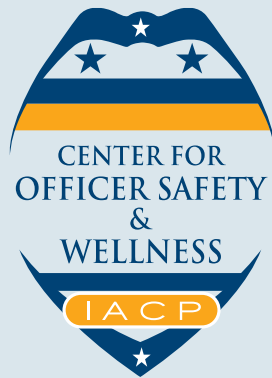


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Line of Duty Deaths

"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.

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Royal Canadian Mounted Police
Date of Death: March 7, 2017
Length of Service: 6 years and 6 months

Deputy Sheriff Curtis Allen Bartlett

Carol County Sheriff's Office, Virginia
Date of Death: March 9, 2017
Length of Service: 4 years and 6 months

Police Officer Michael Hance

New York City Police Department,
New York
Date of Death: March 12, 2017
Length of Service: 17 years

Police Officer Houston James Largo

Navajo Division of Public Safety
Date of Death: March 12, 2017
Length of Service: 5 years

Trooper Brian S. Falb

New York State Police
Date of Death: March 13, 2017
Length of Service: 18 years

Sergeant Shawn T. Anderson

East Baton Rouge Parish Sheriff's
Office, Louisiana
Date of Death: March 18, 2017
Length of Service: 18 years

Detective Jason T. Weiland

Everest Metropolitan Police
Department, Wisconsin
Date of Death: March 22, 2017
Length of Service: 18 years

Sergeant Curtis Blackbird

Omaha Nation Law Enforcement
Services
Date of Death: March 26, 2017
Length of Service: N/A

Police Officer Justin Terney

Tecumseh Police Department,
Oklahoma
Date of Death: March 27, 2017
Length of Service: 1 year

Police Officer Nicholas Rodman

Louisville Metro Police Department,
Kentucky
Date of Death: March 29, 2017
Length of Service: 3 years

Assistant Chief Deputy Clinton Greenwood

Harris County Constable's Office,
Texas
Date of Death: April 3, 2017
Length of Service: 30 years

from Raliance, a national leadership collaborative dedicated to ending sexual violence in one generation. Raliance's grant program advances policies and practices that reduce the likelihood of sexual violence, improve responses to victims, and strengthen the capacity of communities to create safe environments.

The *Guidelines for Addressing Sexual Violence in the LGBTQ Community* resource will contribute to this goal of creating safer environments by presenting information and innovative strategies that can lay a foundation for developing healthy relationships with this community and better equip law enforcement officers with the information they need to respond to incidents of violence within the community. Although every case of sexual violence is unique and each victim has specific needs, the guidelines can be used by law enforcement first-line officers and investigators to enhance their response to sexual violence against LGBTQ individuals and by supervisors as part of report reviews and broader training efforts. Agency leaders and staff can also use the resource for the development of policy and protocols; decisions on hiring, promotions, and mentoring; and the development or sustained support of community partnerships and collaborations. The *Guidelines for Addressing Sexual Violence in the LGBTQ Community* will include

- **Vocabulary terms** to provide law enforcement an understanding of language essential to effectively responding to sexual victimization of LGBTQ individuals
- **Realities** about sexual violence in the LGBTQ community and essential information to increase understanding of the unique barriers and challenges that can prevent LGBTQ individuals from reporting sexual assault to law enforcement, as well as strategies to overcome those barriers
- **Policy considerations** to assist agencies in developing stronger sexual assault policies specific to the LGBTQ community
- **Suggestions** for mentoring agency members to strengthen overall response to LGBTQ individuals
- **Hiring and recruitment** considerations to ensure that qualified personnel who demonstrate a commitment to support LGBTQ individuals are in place at all levels of the agency and suggestions for creating or enhancing specific liaison units, when possible
- **Training** curriculum recommendations to provide comprehensive trauma-informed guidance to agency members responding to sexual violence in the LGBTQ community
- **Promising practices** to assist agencies in identifying and tailoring strategies and programs for their own communities
- **Assessment tool/questionnaire** for agency leaders to use to gauge their

internal and external efforts to effectively respond to crimes of sexual violence against LGBTQ individuals

For more information about the *Guidelines for Addressing Sexual Violence in the LGBTQ Community*, please contact Michael Rizzo, IACP project manager, at rizzo@theiacp.org or 800-The-IACP, extension 818. For more information about Raliance and its impact grant program, please contact info@raliance.org or visit Raliance online at www.raliance.org. ♦

Notes:

¹Human Rights Campaign, "Sexual Assault and the LGBT Community," <http://www.hrc.org/resources/sexual-assault-and-the-lgbt-community>.

²Ibid.; Centers for Disease Control and Prevention, "National Intimate Partner and Sexual Violence Survey: An Overview of 2010 Findings on Victimization by Sexual Orientation," http://www.cdc.gov/violenceprevention/pdf/cdc_nisvs_victimization_final-a.pdf.

³Christy Mallory, Amira Hasenbush, and Brad Sears, *Discrimination and Harassment by Law Enforcement Officers in the LGBT Community* (The Williams Institute, March 2015), <https://williamsinstitute.law.ucla.edu/wp-content/uploads/LGBT-Discrimination-and-Harassment-in-Law-Enforcement-March-2015.pdf>.

⁴*Lawrence v. Texas*, 539 U.S. 558 (2003).



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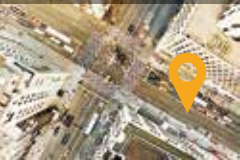
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