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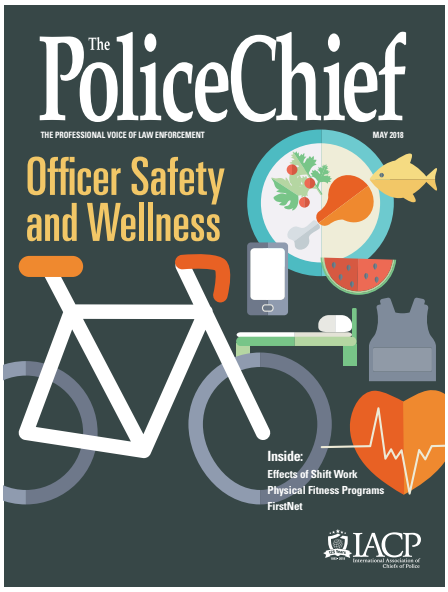

Officer safety and wellness has become more of a focus for many agencies in recent years, but it must be acknowledged that the very nature of law enforcement presents risks to those who serve. However, wellness research, holistic wellness programs, officer fitness initiatives, and new health and safety tools can help law enforcement agencies and leaders manage those risks and increase their officers' quality of life and overall safety.

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Ensuring Officer Engagement in Physical Fitness and Wellness Programs: A Supervisor's Duty

We all know police work is both physically and mentally demanding. What may be less well known is that police work places officers at a particularly high risk for early deaths, heart attacks, and other health-related problems. Those risks can often be reduced through an increased focus on physical fitness and wellness. Every police executive knows just how crucial officer safety and wellness is to effective and efficient policing. Where our agencies may struggle is in making sure that message and commitment to physical health and well-being cascades down to every officer in the department, no matter his or her rank. One way that we, as police leaders, can ensure that officers pay attention to their physical fitness and wellness is by instilling policies and programs that reflect a culture committed to improving officer safety and wellness. As law enforcement executives, we must lead the charge to ensure that our officers consistently engage in practices to maintain their fitness and wellness.

Maintaining a Fit Force

It is not difficult to get new officers to engage in physical fitness. They are often in the best shape of their lives after the rigorous training drills of the police academy. However, often, that level of physical fitness dwindles over time because the expectation of peak fitness is not required throughout the rest of an officer's career. Even if an agency requires annual physical testing, proving that officers can perform critical and essential physical job functions does not guarantee that they are at an optimal fitness level. Agencies should consider requiring annual job task simulation tests to get a more accurate picture of how well officers can perform their duties. Job task simulation tests, or agility tests, consist of various job-related physical activities on a timed course, such as climbing over a wall, crawling through a window opening, and moving a 150-pound dummy five yards. Annual job task simulation tests, in combination with various fitness tests, are a great way to ensure that officers are ready and able to perform the duties required of them.

In order for officers to be able to pass job task simulation tests, they must maintain high wellness and fitness levels. Agencies should provide programs to help officers train throughout the year, and to assist agencies in this effort, IACP recently released the *Fitness Program Development Considerations* guide.[1] The guide provides law enforcement agencies with tips and recommendations on how to start and maintain an agency-wide fitness and wellness program. Fitness and wellness programs come in all shapes and sizes and should be customized to best fit the agency.

Engagement Methods: From the Top-Down

Once agencies have developed and implemented fitness and wellness programs, they need to get their officers involved. Programs are successful only if officers participate. Special care should be taken to make fitness and wellness programs inviting and engaging for all to encourage participation. Agencies should also consider ease of access, motivation methods, and proper support when strategizing how to engage employees. Agencies should update policies to allow on-duty time for officers to work out. Extending a lunch break to allow for a quick workout is a great way to increase on-duty time for an officer to exercise. It is the approach that I have taken here, at the La Grange Police Department, to help ensure my officers have time to get a workout in each day. After a long shift, it can be hard to motivate oneself to go work out, but allowing my fellow officers to have an extended lunch break (90 minutes) gives them time to work out and shower, while still having time to eat lunch.

Motivation is half the battle with maintaining fitness. Agency leaders can keep officers motivated to participate in the fitness and wellness programs through the proper incentives. Incentives can include days off and monetary bonuses, such as a 1.5 percent pay raise with completion of department fitness standards. At my department, we further encourage a healthy and fit force by requiring annual physical agility course completion and adding an incentive of an extra 1.5 percent raise for meeting the Cooper Standard.

Louis M. Dekmar, Chief of Police, LaGrange, Georgia, Police Department

Agencies should set realistic goals based on evidence-based standards, such as the standards determined by the Cooper Institute.[2] Another way agencies can boost participation in programs is through proper support and encouragement. Friendly competition between coworkers can often motivate officers to get moving. Agency leadership should also get involved. Officers are much more likely to participate if they know their supervisors are participating in the program. Leadership participation can also influence the acceptance of the fitness and wellness programs overall and increase the focus on wellness throughout an agency.

Supporting Integration

Supportive agency leadership is the key to integrating fitness and wellness programs successfully into an agency. It is up to the leadership to shift the culture and update policies to reflect an agency-wide focus on officer safety and wellness. IACP has several resources to help assist police leaders and agencies, such as the *Fitness Program Development Considerations* guide, *Eating Well on the Go* fact sheets, and the *Supporting Officer Safety through Family Wellness: The Effects of Sleep Deprivation* infographic. All of these resources are available for download on the IACP's Center for Officer Safety and Wellness, Health and Nutrition website.[3] Please visit the center's website for more information.

I make every effort to incorporate and support successful fitness and wellness programs and policies in my agency, and I encourage all police leaders to do the same. ❖

Notes:

[1]IACP, *Fitness Program Development Considerations*, 2018, http://www.theiacp.org/Portals/0/documents/pdfs/Communications/Fitness%20Document.pdf.

[2]The Cooper Institute, *Physical Fitness Assessments and Norms for Adults and Law Enforcement*.

[3]IACP Center for Officer Safety and Wellness, "Health and Nutrition," http://www.theiacp.org/COSW-Physical-Health.

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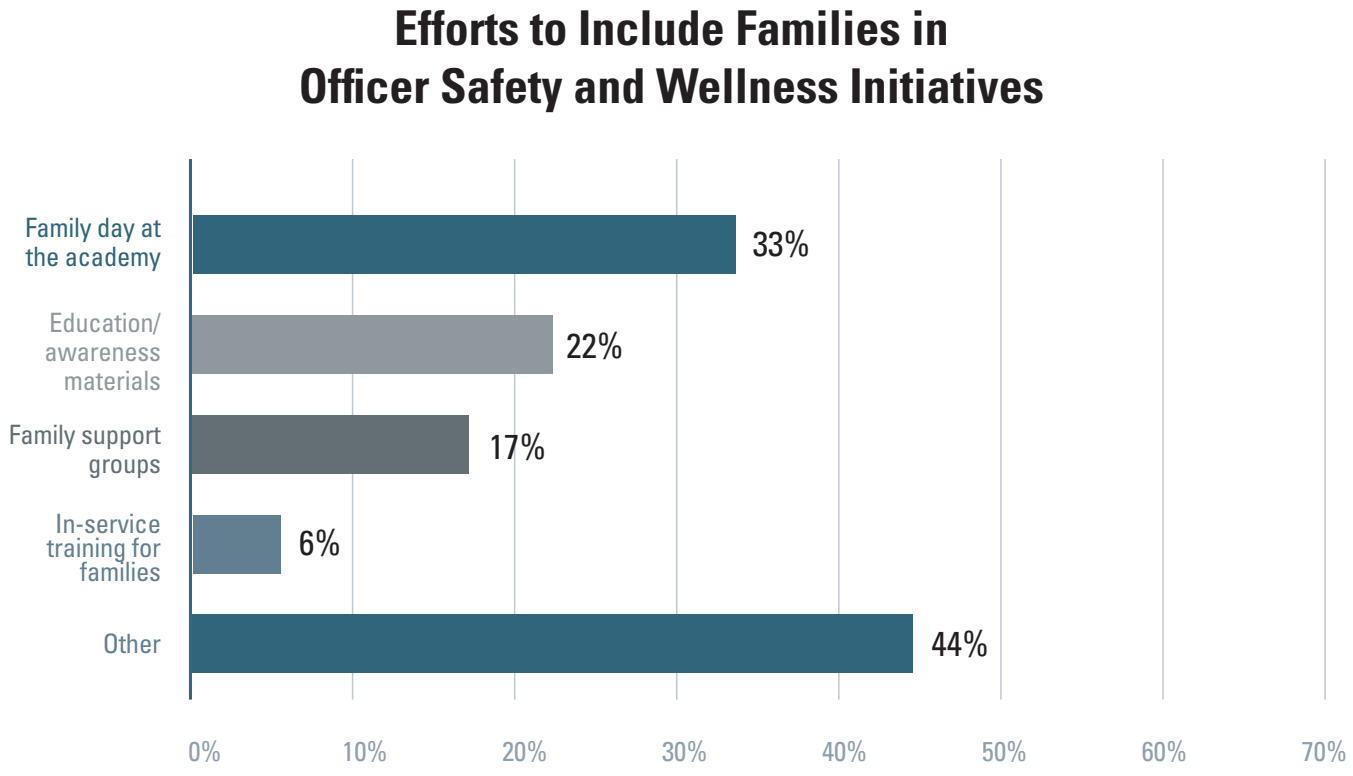
MEMBERS SPEAK OUT

In March, *Police Chief* asked our readers to share how their agencies incorporate families into their officer safety and wellness initiatives. Here's what you told us:



> "In addition to the family support group and spousal support group, we now include spouses and family in the hiring process, so they have an understanding of what their loved one will face if hired."
>
> —Stewart Steele, Chief of Police
> Rio Rancho Police Department, New Mexico

> "We are just starting a resiliency and wellness piece to our training—long overdue. That said, at least it has now formally started. More support (including monetary support) would help greatly."
>
> —Name withheld
> Maryland

YOUR TURN

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FY 2018 Omnibus Appropriations Bill: What Law Enforcement Needs to Know

By Sarah Guy, Senior Advisor, IACP

On March 23, 2018, U.S. President Donald Trump signed into law the fiscal year (FY) 2018 Omnibus Appropriations bill (HR 1625), which authorized $1.3 trillion in federal spending and funds the U.S. federal government through September 2018. The omnibus spending package comes after multiple attempts by the U.S. Congress to pass an agreed-upon budget for FY 2018.

The appropriations bill package included several non-spending bills. Specifically, Congress passed the CLOUD Act, which provides necessary changes to privacy laws related to digital data such as email, phone records, and GPS location data. The IACP strongly supported passage of the CLOUD Act due to its implications for law enforcement—namely, the act will make it easier for law enforcement to lawfully gain access to digital records that are critical for investigating and solving crimes. Another non-spending bill passed in the omnibus reauthorized funding through 2028 for a school safety grant program called the STOP School Violence Act, for which the bill provides $75 million in 2018 and $100 million from 2019 to 2028 for schools to add security systems; enhance coordination with local law enforcement agencies; and train students, teachers, and police to identify and prevent violence.

Additionally, the omnibus spending bill provides $29.9 billion for the U.S. Department of Justice, which is $1.3 billion more than the FY 2017 enacted level. The DOJ budget includes increases in funding for FBI operations such as anti-cybercrime efforts, counterterrorism, violent crime prevention, and counterintelligence; DEA operations, particularly efforts against transnational organized crime and illegal drugs, including heroin and other opioids; ATF, to increase resources for reducing violent crime and improve other services; and USMS, to strengthen immigration enforcement, fugitive apprehension, and crime enforcement. Other notable funding includes

- $65 million to improve community-police relations, of which $24.5 million is for the Bulletproof Vest Program, which assists law enforcement agencies in purchasing vests for their officers
- $75 million to improve state criminal and mental health records

- $225 million for the Office of Community Oriented Policing Services
- $75 million for school safety programs

State and Local Law Enforcement Grants: The omnibus package includes $2.9 billion for state and local law enforcement grants, including the following:

- Violence Against Women Act programs: $492 million (decrease of $36M from FY 2017)
- Byrne Justice Assistant Grants (JAG): $416 million (-$6M), including specified funds for evidenced-based policing ($5M), gun violence reduction ($20M), and preventing violence against officers (VALOR) ($10M)
- State Criminal Alien Assistance Program: $240 million (-$34M)
- DNA Initiative Grants: $130 million (+$5M)
- Reduce Sexual Assault Backlog grants: $48 million (+$3M)
- Missing and Exploited Children programs: $76 million (+$4M)
- Anti-Human Trafficking grants: $77 million
- Comprehensive Addiction and Recovery Act grants: $330 million

Opioid Epidemic: The omnibus bill allotted nearly $4 billion to support the fight against opioids, including prioritized funding for the DEA specifically related to opioid diversion investigations and prosecutions ($37M increase) and organized crime and drug enforcement task forces ($26M increase). In addition, the package includes $447 million for DOJ grants that support approaches such as drug courts, task forces, treatment, prescription drug monitoring, overdose reversal drugs, and programs for at-risk youth, as well as increased funding for DOJ law enforcement programs to prosecute and detain drug traffickers, as well as other criminal offenders.

Other opioid-related funding includes new grants for states and American Indian tribes; CDC funding for federal drug control programs; and funding for CBP, the FDA, and U.S. Postal Service for drug interdiction efforts.

Department of Homeland Security Law Enforcement: Funding for DHS in the omnibus package includes $11.4 billion for U.S. Customs & Border Protection, $7.2 billion for the TSA, and $1.9 billion for the U.S. Secret Service. The Urban Area Security Initiative (UASI) and the State Homeland Security Grant Program (SHSGP) maintained their funding levels at $630 million and $507 million, respectively.

Fix NICS Act

Included in the FY 2018 Omnibus Appropriations package was the Fix NICS Act, which aims to ensure that the National Instant Criminal Background Check System (NICS) used for firearms purchases is improved and enhanced. The act requires that the U.S. Secretary of Defense submit reports on the submissions of records to NICS-accessible databases and directs the DOJ to help other federal departments and agencies fulfill their responsibility to submit all relevant records, as well as providing training and technical assistance for state and tribal governments via NICS Initiative Grants totaling $75 million.

The IACP Legislative Affairs team will continue to provide updates throughout the budget process as FY19 appropriations take form. You can find a summary of U.S. President Trump's FY 2019 budget proposal, covered in a previous Legislative Alert, accessible online at www.policechiefmagazine.org/u-s-president-proposes. ❖

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Saving More Officers' Lives: 30 Years of Lessons Learned

By Richard J. Ashton, Chief (Ret.), Frederick, Maryland

As much as the law enforcement profession and its leaders strive to prevent the line-of-duty deaths of law enforcement officers, this worthy goal will never be fully achieved because the circumstances under which officers die are rarely within their control. The best that can be done is to sift through the details of how those officers who already made the ultimate sacrifice perished and to identify trends that will help prevent future losses of life. The Federal Bureau of Investigation's (FBI's) annual *Law Enforcement Officers Killed and Assaulted (LEOKA)* publication, from which most of the data herein are drawn, has contributed significantly to this commendable effort and remains a virtual treasure trove of vital information characterizing the myriad circumstances under which officers have died.

Felonious Deaths

As Figure 1 demonstrates, over the 30-year period from 1987 to 2016, 3,708 U.S. law enforcement officers died in the line of duty—52 percent accidentally and 48 percent feloniously.[1] Of the 11 years when felonious deaths exceeded accidental ones, 8 of them occurred between 1987 and 2010; 3 occurred in the last six years (2011–2016), which is a troubling trend that bears monitoring.

Felonious Deaths by Ambush

Over these three decades, a total of 125 officers were ambushed via entrapment or premeditation.[2] These ambushes steadily increased over each decade: 25 percent were murdered between 1987 and 1996; 31 percent, between 1997 and 2006; and 44 percent, between 2007 and 2016. Significantly, 17 law enforcement officers died in 2016, including 5 on July 7, 2016, in Dallas, Texas, and 3 on July 17, 2016, in Baton Rouge, Louisiana. The next deadliest year for ambushes over the past 30 years was 2007, with nine ambush fatalities.[3]

Felonious Deaths by Officer Age and Years of Service

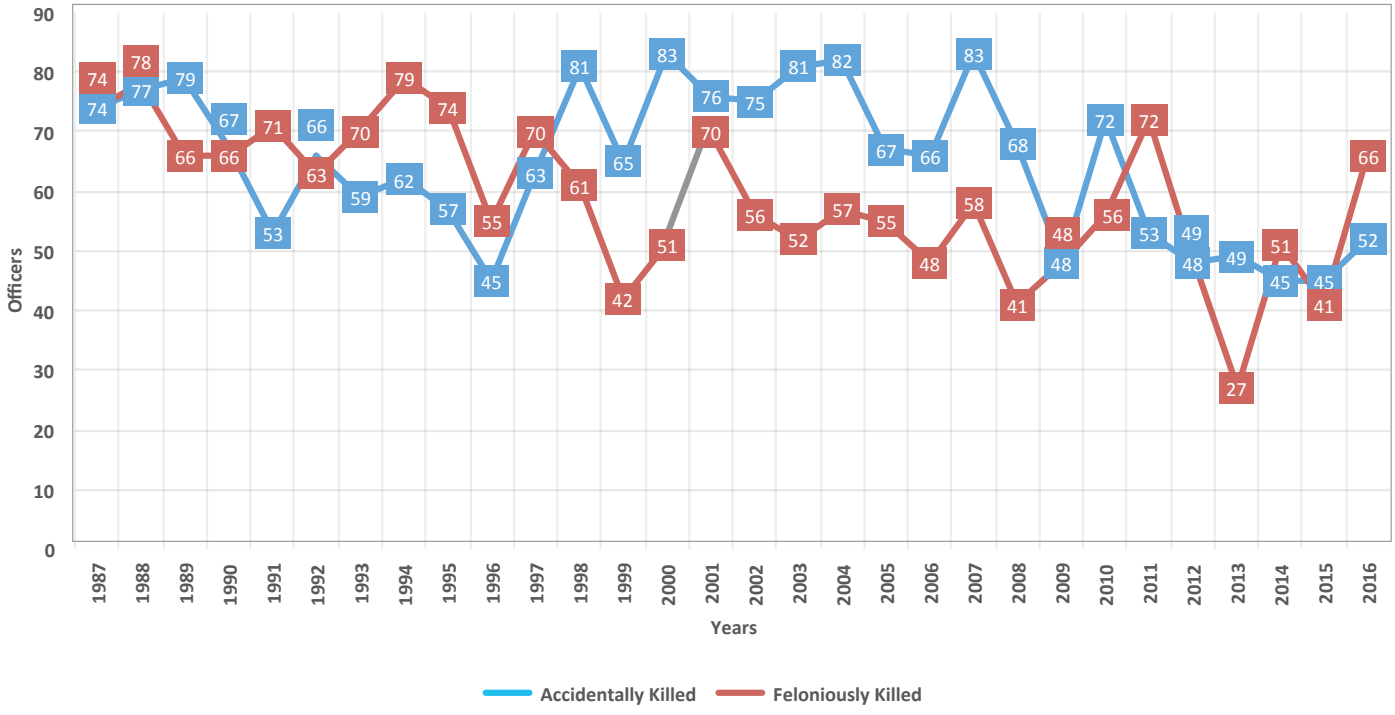
The average age of officers feloniously killed between 1987 and 1996 was 36; between 1997 and 2006, 37; between 2007 and 2016, 39. The average years of service of officers murdered between 1987 and 2006 was 10; between 2007 and 2016, it was 12.[4]

Effect of Body Amor

Body armor has spared well over 3,000 officers from death or serious injury since 1987.[5] Regrettably, however, 63 percent of the officers feloniously killed between 1987 and 1996 were not wearing body armor when they were fatally wounded; the still unfortunately high figures dropped to 42 percent between 1997 and 2006 and to 30 percent between 2007 and 2016.[6] While more officers are wearing more effective body armor more regularly, 824 officers feloniously murdered over three decades were not wearing body armor and were thus deprived of its life-saving benefits.

Chiefs and sheriffs currently unfamiliar with the Bulletproof Vest Partnership (BVP), a U.S. Department of Justice initiative that, since 1999, has awarded a total of $430 million in federal funds to more than 13,000 jurisdictions for the purchase of well over 1 million vests, need to acquaint

Figure 1. Officers Accidentally vs. Feloniously Killed, 1987–2016



themselves with it. As long as agencies have promulgated a written "mandatory wear" policy for all on-duty uniformed law enforcement officers whom they lead, they can purchase (with up to 50 percent of the cost reimbursable) National Institute of Justice (NIJ)–certified and NIJ-compliant body armor that withstands the threats that the employing agencies identify. Agencies can also receive preferential consideration if they provide body armor that is uniquely fitted to officers, including vests uniquely fitted to individual female law enforcement officers, resolving a longstanding problem with body armor.[7]

Accidental Deaths

Like those feloniously murdered, the average age and years of service of law enforcement officers accidentally killed over three decades remained stagnant. The average age of officers accidentally killed between 1987 and 1996 was 36; between 1997 and 2016, 38. The average years of service of officers accidentally killed between 1987 and 1996 was 9; between 1997 and 2006, 10; and between 2007 and 2016, 11.[8] An average of six more law enforcement officers per year were killed accidentally than feloniously over the past 30 years—a total of 174 more officers.

Traffic Incidents

Of the 1,941 officers accidentally killed over the past 30 years, 64 percent died in vehicle crashes—86 percent in automobiles and 14 percent on motorcycles. Seventeen percent of those accidentally killed over the past three decades were struck by vehicles.[9]

As Figure 2 indicates, 62 percent of the 325 officers struck and killed by vehicles between 1987 and 2016 were directing traffic, assisting motorists, or performing other similar services, while 38 percent of them were engaged in a traffic stop, roadblock, or another enforcement action. These relative percentages held steady over the past 30 years.

To the degree that primary traffic incidents are resolved effectively, efficiently, and safely, emergency responders will spend less time on highways. They will be exposed to fewer dangers, the likelihood of secondary crashes will decrease, and congestion will be reduced. However, the nature of law enforcement and other public safety disciplines necessarily requires emergency responders to be on roadways to attend to legitimate tasks, and their ability to be seen by motorists is perpetually problematic.

Anyone who works on any public road, including construction workers, firefighters and other emergency responders, flaggers, highway maintenance workers, law enforcement officers, media representatives, school crossing guards, and tow truck drivers, is required to wear—day and night—the high-visibility safety apparel mandated in the *Manual on Uniform Traffic Control Devices for Streets and Highways*.[10] Accordingly, law enforcement officers directing traffic; investigating crashes; or handling lane closures, obstructed roadways, and disasters are mandated to wear high-visibility safety apparel meeting either the Class 2 or 3 ANSI/ISEA 107–2015 standard in the American National Standard for High-Visibility Safety Apparel and Headwear or the ANSI/ISEA 207-2111 standard in the American National Standard for High-Visibility Public Safety Vests.[11] However, those working on highways regrettably have not universally adhered to this mandate.

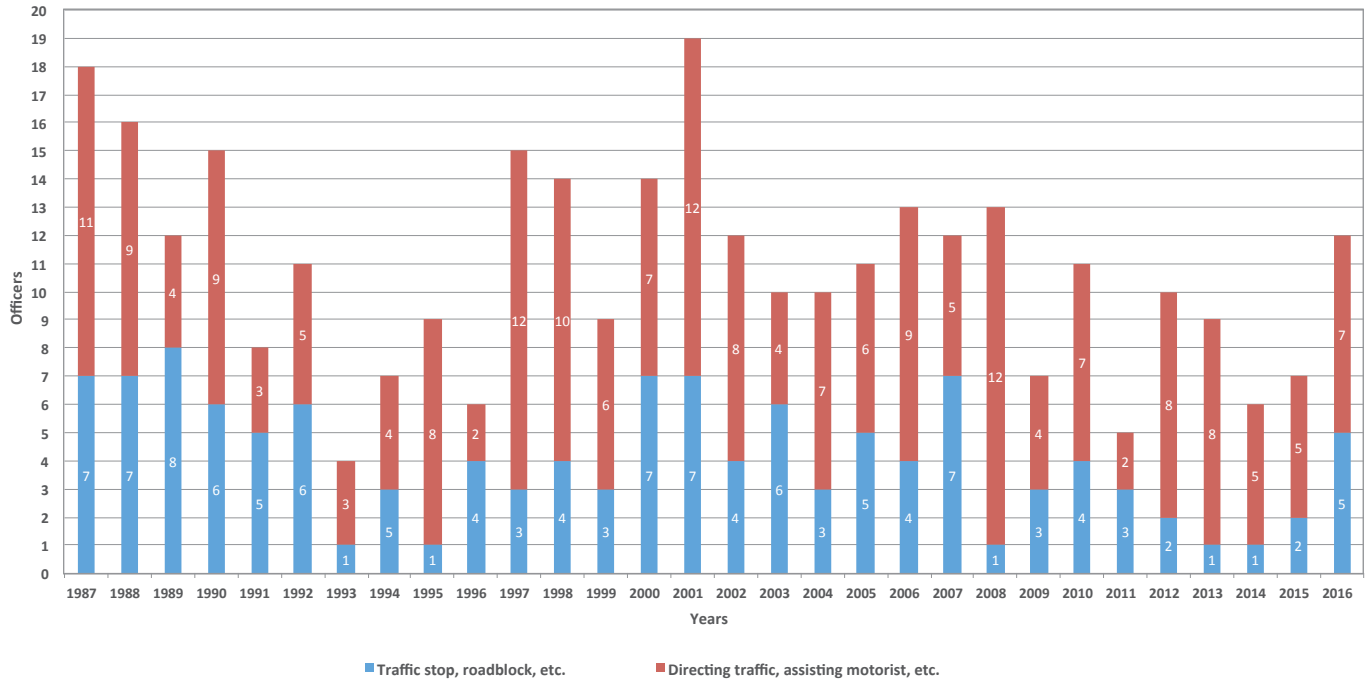
Clearly visible law enforcement officers and other emergency responders who strive to spend as little time as they must on highways—coupled with the adoption of traffic incident management principles and with increased public education and enforcement of the move-over laws that now have been enacted in all 50 states—can mitigate the inherent dangers of working on roadways.[12] On average, *one U.S. law enforcement officer is struck and killed each month*, clearly making this risk a priority that must be addressed.

Seat Belt Usage

Overall U.S. seat belt usage increased from about 11 percent in 1979–1982, to 89.7 percent in 2017.[13] It is perplexing, indeed, that virtually each one of today's law enforcement officers grew up using seat belts, yet so many of the officers who die in automobile crashes chose not to wear them while on duty. The author's research indicates that 39 states and the District of Columbia do not exempt officers driving emergency vehicles from seat belt laws, 7 states do exempt those officers from seat belt statutes, and 5 states conditionally exempt emergency vehicle drivers from seat belt laws. In addition to the safety risks, officers who fail to wear their seat belts in compliance with their states' statute can seriously erode their agencies' community-police relations efforts when they enforce seat belt laws against civilians while violating that law themselves.

Over a period of 29 years (1980–2008), 42 percent of the officers killed in passenger vehicle crashes were not wearing seat belts or utilizing any other restraint; 19 percent of those officers killed in passenger vehicle crashes were

Figure 2. Officers Struck by Vehicles, by Activity, 1987–2016



ejected from their vehicles.[14] Officers' failure to buckle up appears to be seriously underreported: only 7 of the 213 officers who died between 2004 and 2008 were reportedly not wearing seat belts, yet 28 of them were ejected from their automobiles![15] Between 2011 and 2015, fatally injured officers were not wearing seat belts in at least 38 percent of collisions, and 49 percent of those unbelted officers died in single vehicle crashes.[16] Between 2013 and 2016, 106 officers were killed in automobile crashes, 41 percent of whom were not wearing seat belts.[17] It is far more important now than ever before to wear seat belts because today's technology operates under the assumption that the seat belt is properly buckled when the airbag activates and, in the event it is not, serious injuries can result. A seat belt has made a positive difference to an officer's safety only when it was properly worn.

The IACP Highway Safety Committee's Law Enforcement Stops and Safety Subcommittee (LESSS) produced the 23-minute roll call training video *Is Today Your Day?* in 2010. It was developed to promote officer safety and to reduce senseless officer deaths and injuries from the standpoint of the two groups most able to gain the attention of law enforcement officers: partners and families.[18] The California Commission on Peace Officer Standards and Training's (CalPOST's) SAFE [Situation-Appropriate, Focused, and Educated] Driving Campaign also addresses seat belt use in its 92-second "Did You Know?—'Choices'" clip.[19] This might be an excellent time to spend less than 30 minutes (re)watching these videos and reinforcing the importance of seat belt use among agencies' officers.

Conclusion

There is promising news: The total number of line-of-duty deaths in 2017 preliminarily stands at 125, making it the least deadly year for U.S. law enforcement in nearly 60 years. The last time line-of-duty deaths in a single year were fewer was in 1958, when 115 officers died.[20]

However, perhaps, the preliminary 2017 line-of-duty death count could have been even lower if certain officer safety issues had been recognized and addressed many years ago, including those that follow:

Complacency: Over the past three decades, the average age and years of service of officers killed feloniously and accidentally remained virtually unchanged. This suggests that midcareer officers might have become complacent. As three experienced FBI researchers aptly pointed out,

> *Because seasoned officers have experienced so many successful outcomes in the past, they begin to rely on experience and believe that they can read people and situations accurately. This causes them to walk a dangerous tightrope. They become complacent, thinking that they can shortcut a thorough examination of the incident. Complacency, however, is the worst enemy of a veteran officer.* [21]

Body Armor Usage: While the number of officers more frequently wearing NIJ-certified body armor has increased, 47 percent of those officers killed feloniously over the past 30 years still were *not* wearing body armor when they made the ultimate sacrifice. Danger is not always predictable—ambushes via entrapment and premeditation steadily increased each decade between 1987 and 2016, and criminals now employ far greater firepower. NIJ has developed minimum performance requirements, as well as methods by which to test ballistic resistance prior to certification of body armor against various threat levels; however, body armor must be worn to be effective.

Seat Belt Usage: Almost 50 percent of the officers accidentally killed were not wearing seat belts. Training and supervision can quickly reverse this life-threatening trend, as a number of U.S. law enforcement agencies already have proven over the past decade. Holding officers accountable for buckling up may well lessen serious injuries, reduce ejections, and save lives.

High-Visibility Safety Apparel Usage in Traffic Scenarios: An average of one officer was struck and killed per month over the past 30 years. The three-to-two fatality ratio of directing traffic, assisting motorists, and related services to traffic stops, roadblocks, and other enforcement actions held during those three decades. Officers must be held accountable for adhering to the federal mandate to wear high-visibility safety apparel, and supervisors must ensure that officers comply with that provision for the sake of their very lives.

Law enforcement leaders, trainers, and other influencers can never lose sight of the fact that each officer's death represents the needless and permanent loss to a spouse, parent, child, sibling, neighbor, and coworker. If appropriate actions are instituted, the next 30 years can potentially be safer than the last 30. Be safe out there! ❖

Chief **Richard J. Ashton** served as a sworn police officer in the state of Maryland for 34 years; for 24 of those years, he was a chief of police (16 years in the City of Frederick and 8 in the Town of University Park).

Chief Ashton served as president of the Maryland Chiefs of Police Association and of the Police Chiefs' Association of Prince George's County, Maryland. In addition, from 2002 to 2013, Chief Ashton was the Grant/Technical Management Manager for the International Association of Chiefs of Police, specializing in highway and officer safety issues.

Chief Ashton may be contacted at tdash@frontier.com.

Notes:

[1]Federal Bureau of Investigation (FBI), *Law Enforcement Officers Killed and Assaulted (LEOKA) 1996*, tables 3 and 23, https://ucr.fbi.gov/leoka/1996; FBI, *LEOKA 2006*, tables 1 and 59, https://ucr.fbi.gov/leoka/2006; FBI, *LEOKA 2016*, tables 1 and 64, https://ucr.fbi.gov/leoka/2016.

[2]FBI, *LEOKA 1996*, table 15; FBI, *LEOKA 2006*, table 19; FBI, *LEOKA 2016*, table 23.

[3]FBI, "Summaries of Officers Feloniously Killed," in *LEOKA 2016*, https://ucr.fbi.gov/leoka/2016/officers-feloniously-killed/leoka-felonious-summaries-2016#TX.

[4]FBI, *LEOKA 1996*, table 19; FBI, *LEOKA 2006*, table 10; FBI, *LEOKA 2016*, table 14.

[5]DuPont, "IACP/DuPont Kevlar Survivors' Club Inducts 27 Officers in 2016," press release, January 17, 2017, http://www.dupont.com/products-and-services/fabrics-fibers-nonwovens/fibers/press-releases/iacp-kevlar-inducts-officers-survivors-club-2016.html.

[6]FBI, *LEOKA 1996*, table 19; FBI, *LEOKA 2006*, table 35; FBI, *LEOKA 2016*, table 34.

[7]U.S. Department of Justice, Office of Justice Programs, "Bulletproof Vest Partnership," https://ojp.gov/bvpbasi.

[8]FBI, *LEOKA 2006*, table 55; FBI, *LEOKA 2016*, table 58.

[9]FBI, *LEOKA 1996*, table 23; FBI, *LEOKA 2006*, table 59; FBI, *LEOKA 2016*, table 64.

[10]Federal Highway Administration (FHWA), "Worker Safety Considerations," § 6D.03, Pedestrian and Worker Safety, in *Manual on Uniform Traffic Control Devices for Streets and Highways*, 2009 ed. (Revision Numbers 1 and 2, May 2012), 564-65, https://mutcd.fhwa.dot.gov/pdfs/2009r1r2/part6.pdf; FHWA, "Official Rulings: Details for Request 6(09)-37," https://mutcd.fhwa.dot.gov/reqdetails.asp?id=1065.

[11]The High-Visibility Public Safety Vest was purpose-designed: It is capable of visually signaling the presence of law enforcement and other public safety officers by contrasting the color and brightness of the vest against the ambient background of the officers' work environment and of including officers' requirements for breakaway shoulders, adjustable waists, pen or penlight openings, badge holders, microphone tabs, and side access to such items as pistols, handcuffs, and walkie-talkies.

[12]American Safety Commission, "Laws Now Enacted in All 50 States," Move OverLaws.com, http://www.moveoverlaws.com.

[13]Charles J. Kahane, *Lives Saved by the Federal Motor Vehicle Safety Standards and Other Vehicle Safety Technologies, 1960-2002—Passenger Cars and Light Trucks—With a Review of 19 FMVSS and Their Effectiveness in Reducing Fatalities, Injuries, and Crashes*, October 2004, National Highway Traffic Safety Administration (NHTSA) DOT HS 809 833, 88, http://www.nhtsa.dot.gov/cars/rules/regrev/evaluate/pdf/809833Part1.pdf; "Seat Belt Use in 2017—Overall Results," *Traffic Safety Facts*, December 2017, NHTSA DOT HS 812 465, 1, https://crashstats.nhtsa.dot.gov/Api/Public/Publication/812465.

[14]Eun Young Noh, *Characteristics of Law Enforcement Officers' Fatalities in Motor Vehicle Crashes*, January 2011, NHTSA DOT HS 811 411, 24, https://crashstats.nhtsa.dot.gov/Api/Public/ViewPublication/811411.

[15]Leslie Underwood (management and program analyst, Information Technology Unit, FBI Criminal Justice Information Services Division), email to the author, April 9, 2009.

[16]National Law Enforcement Officers Memorial Fund, "Traffic-Related Fatalities Involving Law Enforcement Officers, Seat Belt Usage, 2011–2015" presentation, September 1, 2016, http://www.nleomf.org/assets/pdfs/officer-safety/nhtsa-2016-resources/2011-2015-Seat-Belt-Data.pdf.

[17]FBI, *LEOKA 2013*, table 62, https://ucr.fbi.gov/leoka/2013/tables/table_62_leos_ak_circumstance_at_scene_of_incident_by_type_of_assignment_2013.xls; FBI, *LEOKA 2014*, table 68, https://ucr.fbi.gov/leoka/2014/tables/table_68_leos_ak_circumstance_at_scene_of_incident_by_type_of_assignment_2014.xls; FBI, *LEOKA 2015*, table 65, https://ucr.fbi.gov/leoka/2015/tables/table_65_leos_ak_circumstance_at_scene_of_incident_by_type_of_assignment_2015.xls.

[18]Law Enforcement Stops and Safety Subcommittee, *Is Today Your Day?* (IACP, 2010), video 22:46, http://www.youtube.com/watch?v=Lv_viNAylqc&list=UUQ9UHQ1sRz3ee1pMsEpQ_JQ&index=2&feature=plcp. This roll-call training video was undertaken in cooperation with the National Highway Traffic Safety Administration, the FHWA, the FBI's LEOKA program, and the National Sheriffs' Association; it was produced by the New York State Police.

[19]California Commission on Peace Officer Standards and Training (CalPOST), "Did You Know?–'Choices,'" video 1:32, http://www.post.ca.gov/did-you-know-choices.aspx.

[20]Jessica Rushing, "ODMP Report: 2017 Line of Duty Deaths Total Lowest Since 1958," *The Officer Down Memorial Page* (blog), January 9, 2018, http://blog.odmp.org/2018/01/odmp-report-2017-line-of-duty-deaths.html.

[21]Anthony J. Pinizzotto, Edward F. Davis, and Charles E. Miller III, "Traffic Stops," *FBI Law Enforcement Bulletin* 77, no. 5 (May 2008), 8, https://leb.fbi.gov/file-repository/archives/may08leb.pdf/view.

For resources, see IACP's Law Enforcement Policy Center (www.theIACP.org/model-policy) and IACP's Officer Wellness & Safety webpage (www.theIACP.org/safetywellness).

Leveraging NIBRS to Better Understand Sexual Violence

By Erica Smith, Unit Chief, and Kimberly Martin, Statistician, Law Enforcement Incident-Based Statistics Unit, Bureau of Justice Statistics; Kelle Barrick, Research Criminologist, and Nick Richardson, Research Analyst, RTI International

Every day, law enforcement agencies rely upon detailed crime incident data to make tactical and operational decisions about how best to deploy resources and combat crime in their communities. These same data, when pulled together from thousands of police organizations, can improve the understanding of the nature and scope of criminal offending and victimization and, in turn, inform public policy and crime prevention strategies. The FBI's National Incident-Based Reporting System (NIBRS) is the U.S. federal system that collects detailed data about crimes known to law enforcement. Currently, more than 6,900 agencies across 33 states contribute their crime incident data to the system. In January 2021, NIBRS will become the exclusive reporting standard for the FBI's Uniform Crime Reporting (UCR) Program.

The information herein is from an analysis of NIBRS data on rape and sexual assault victimizations in 2015 as reported by law enforcement organizations in 15 states.[1] The analysis is designed to illustrate some of the unique indicators of crime that agencies can generate through NIBRS; indicators that law enforcement can use to demonstrate their commitment to transparency and communication with local residents, businesses, the media, and other stakeholders. Better crime data also provide law enforcement with a powerful tool to identify and to dispel myths and misconceptions about crime. For instance, NIBRS data show that most sexual assault victims are juveniles, not adults, and that the overwhelming majority of sexual assault victimizations are committed by someone the victim knows.

Using the federal NIBRS data can be daunting—the files are large and the incident information is separated into individual incident segments that must be linked. The Bureau of Justice Statistics developed a set of NIBRS extract files that merge these data segments together, so that all of the information for each incident is contained in one file. Most crime analysts and other individuals with a bit of database management knowledge could use readily available software—including free programs such as R—to extract a subset of NIBRS data for analysis. Most of the findings presented here as examples can be generated through a relatively simple Excel query on a subset of data on violent victimizations from the NIBRS victim extract file. In addition, the FBI allows the public to view and download NIBRS data by state and by year through their Crime Data Explorer.[2]

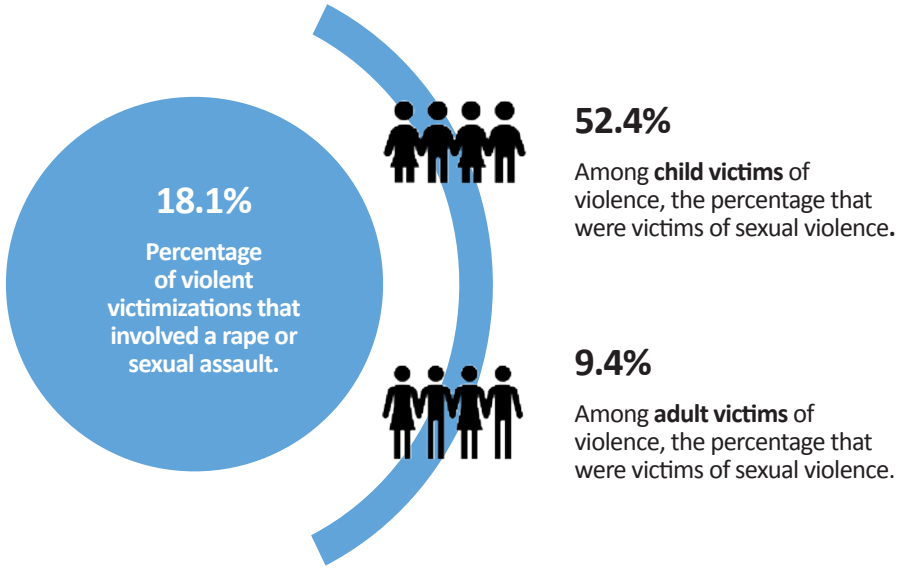
Victims of Sexual Violence

As law enforcement leaders know, corroborated by the summary-based data submissions to the FBI's UCR Program every year, rape and sexual assault account for about one out of every five violent crimes reported to the police.[3] An analysis of reported violent victimizations from NIBRS data shows a similar percentage (Figure 1). However, those summary-based counts of violence cannot provide much additional information about those sexual assault victimizations, while NIBRS data can. For instance, using NIBRS data, agencies can examine how the vulnerability for sexual violence varies by age. Among children and adolescents who experienced violence, more than half (52.4 percent) of those victimizations involved a rape or violent sexual assault. By comparison, about 1 in 10 (9.4 percent) adult victims of violence experienced a rape or sexual assault.

NIBRS and NCS-X

To help agencies transition to NIBRS, the Bureau of Justice Statistics (BJS) and the FBI have partnered on the National Crime Statistics Exchange (NCS-X) Initiative, which is strategically expanding the number of law enforcement agencies participating in NIBRS. One important component of NCS-X is using the NIBRS data to examine crime and public safety issues through data analysis. For more information about NCS-X, visit the BJS website at www.bjs.gov/content/ncsx.cfm or the IACP website at www.theIACP.org/ncsx.

Figure 1: NIBRS Data Subset Example: Violent Victimizations, 2015



NIBRS data also show that, regardless of age, females are over nine times more likely than males to be victims of sexual violence reported to law enforcement. This means that regardless of age, a rape or sexual assault victimization is more likely to involve a female victim.[4] It might not be a surprise to most readers that females are more likely to experience sexual violence than males, but it may be less obvious to most that victims of sexual violence tend to be very young children and young adolescents. Figure 2 shows that, in 2015, the rate of female sexual violence victimization peaked at ages 4 and 15, and then declined steadily after age 15. Though males have a lower overall risk of experiencing sexual violence, they account for one in four victims of sexual violence under the age of 14 and are most at risk for sexual assault victimization at age 5.

Characteristics of Sexual Violence Victimizations

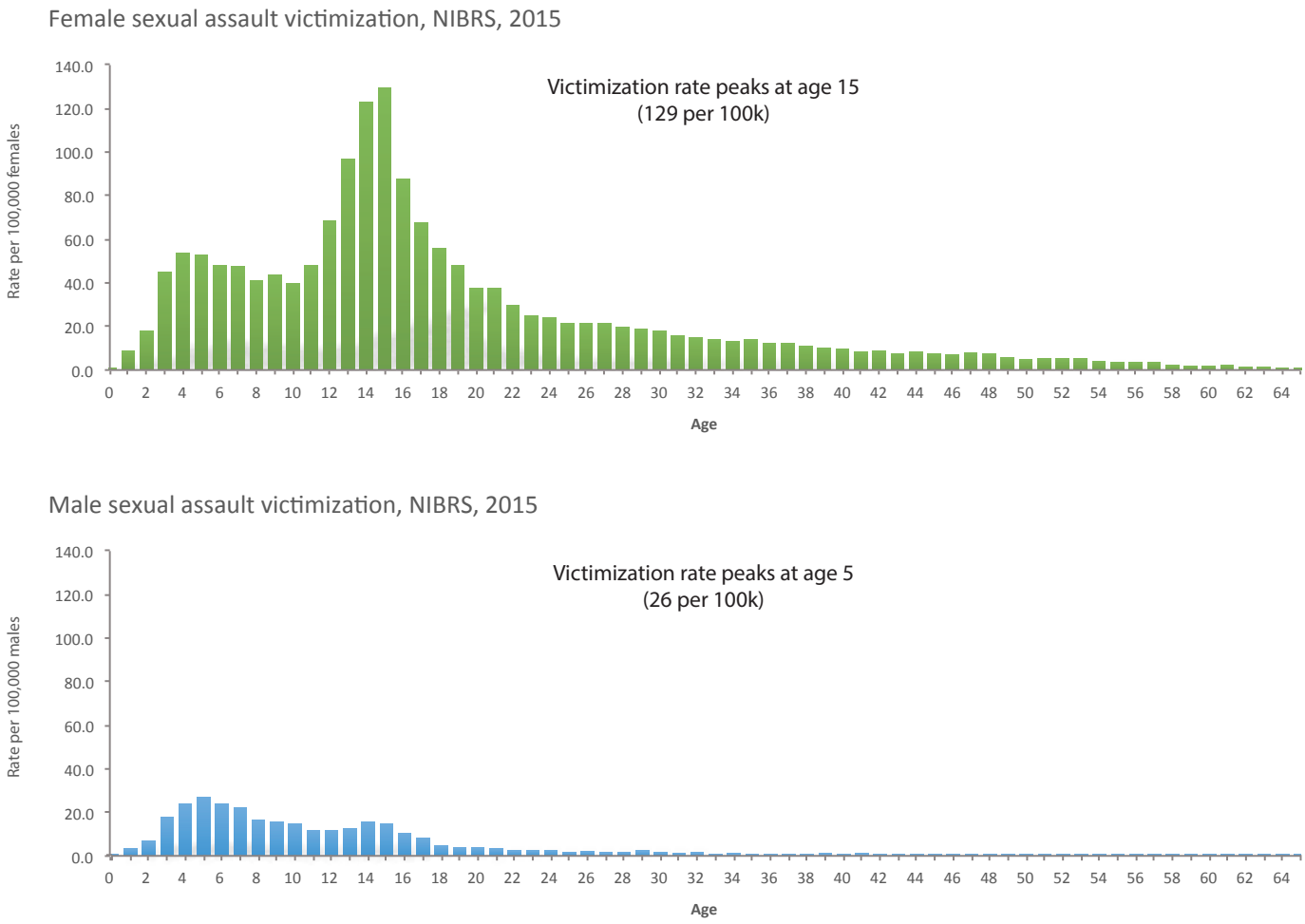
NIBRS data provide context about sexual violence victimizations that law enforcement can use to describe the risks to the public. For instance, the data show that sexual assault against juvenile victims is more likely to occur during the daytime, with more than two-thirds of juvenile sexual assaults taking place between the hours of 8:00 a.m. and 8:00 p.m. Sexual violence against adult victims, on the other hand, was not concentrated during the day; NIBRS data show that nearly a quarter of adult victimizations occurred between the hours of 12 midnight and 4:00 a.m.

Media portrayals tend to highlight sexual violence by strangers, but the data show that victimizations are most likely to be committed by someone known to the victim (Figure 3). Across all sexual violence victimizations reported to NIBRS in 2015 in the selected states, fewer than 1 in 10 (7.5 percent) were committed by strangers. The percentage of sexual violence victimizations committed by a stranger was five times higher (15 percent) for adult victims than for juvenile victims under age 18 (3 percent). Nine out of ten juvenile sexual violence victims were sexually assaulted by a friend or acquaintance (49 percent) or a non-intimate family member (43 percent), not a stranger. Among adult victims, the most common perpetrators were friends or acquaintances (61 percent) or an intimate partner (16 percent).

Better crime data also provide law enforcement with a powerful tool to identify and to dispel myths and misconceptions about crime.

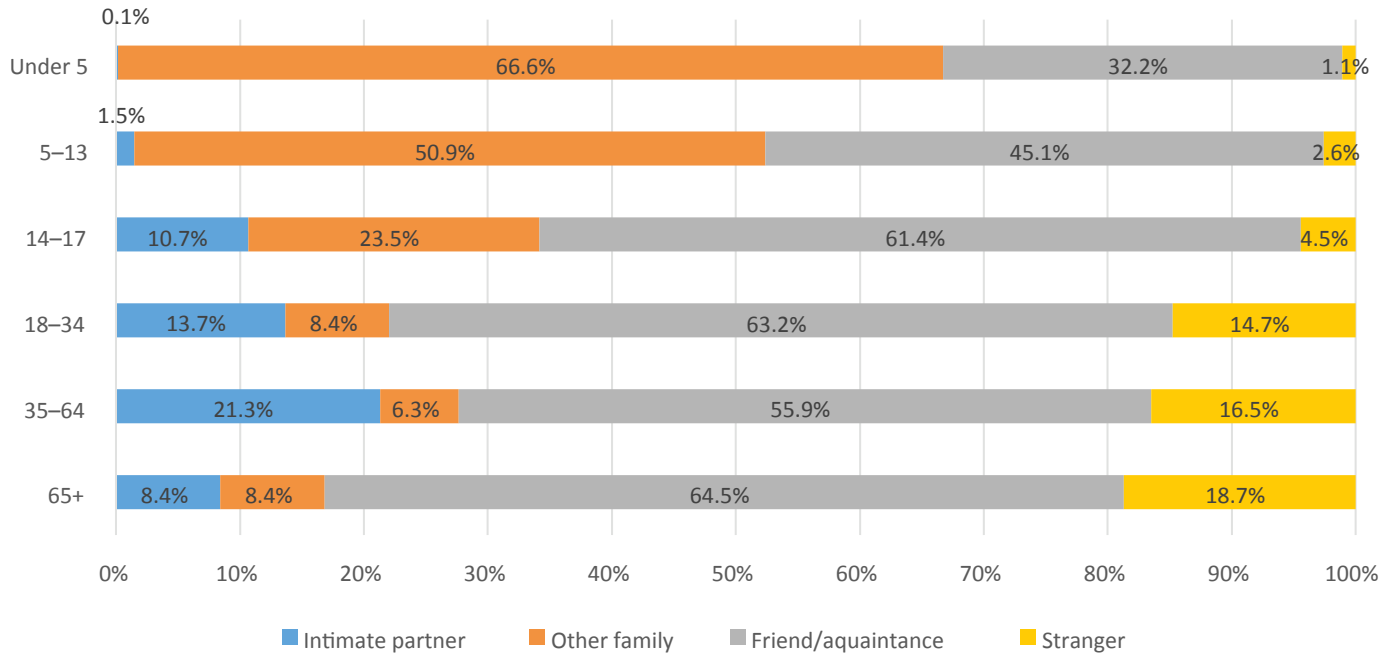
According to the NIBRS data, sexual violence committed by someone known to the victim tends to happen later in the day and to take place behind closed doors. For example, the most common time of day that non-strangers committed sexual violence was 12 midnight, compared to 9 p.m. for incidents perpetrated by strangers. Moreover, when non-strangers committed sexual assault, the most common location was at a home or residence; the most

Figure 2: Rate of Sexual Violence Victimizations, by Victim Sex and Age, NIBRS 2015



Source: Federal Bureau of Investigation, National Incident-Based Reporting Program, 2015.

Figure 3: Relationship between Sexual Assault Victims and Offenders, by Victim Age



Source: Federal Bureau of Investigation, National Incident-Based Reporting Program, 2015. (Due to rounding, percentages may not sum to 100.)

common location for sexual assaults committed by strangers was on a street or sidewalk.

Conclusion

NIBRS data on crimes known to law enforcement can highlight several important characteristics of rape and sexual assault that cannot be known through other data sources. NIBRS data describe the nuances in the characteristics and scope of rape and sexual assault and can also dispel some myths about the nature of sexual violence. The NIBRS data presented here highlight some valuable takeaways for law enforcement agencies that respond to reports of sexual assault to consider:

- While rapes and sexual assaults constitute less than 20 percent of all violent crimes reported to law enforcement, they make up the majority of the violent victimizations experienced by children; a higher potential for sexual violence among young victims of violence suggests agencies consider customized victim services, investigation, and case processing strategies for this population.
- Females compose the largest proportion of sexual violence victims and are at a higher risk of sexual violence overall than males. However, males are at a higher risk of sexual violence when they are children than when they are adults.
- Sexual violence is most often perpetrated by someone known to the victim, especially when the victim is a young child under age 13. Family members commit the majority of sexual assaults of children under the age of five. ❖

Notes:

[1]All of the law enforcement agencies in these 15 states are certified to report their crime data to NIBRS and submitted a full year of data in 2015: Arkansas, Delaware, Iowa, Idaho, Kentucky, Michigan, Montana, North Dakota, New Hampshire, Rhode Island, South Carolina, South Dakota, Tennessee, Virginia, and West Virginia.

[2]NIBRS data downloads through the FBI's Crime Data Explorer are available at https://crime-data-explorer.fr.cloud.gov/downloads-and-docs.

[3]Based on data from 2013 to 2016 reported in table 1 of the FBI's *2016 Crime in the United States* (https://ucr.fbi.gov/crime-in-the-u.s/2016/crime-in-the-u.s.-2016/topic-pages/tables/table-1). These figures incorporate the revised rape definition implemented by the FBI in 2013; see FBI, "Rape," *2016 Crime in the United States*, https://ucr.fbi.gov/crime-in-theu.s/2016/crime-in-the-u.s.-2016/topic-pages/rape.

[4]In general, 85 percent of sexual violence reported to the police involves a female victim (according to 2015 NIBRS data).

Interested in learning more about NIBRS? See this month's Technology Talk on pages 68–69.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Reducing Sexual Harassment and Other Police Sexual Misconduct

By Pam McDonald, JD, LLM, Police Legal Advisor, Greenville, South Carolina

Recent sexual harassment claims that have received enhanced media coverage and triggered the downfalls of Hollywood moguls, an Olympic team physician, and high-ranking politicians, among others, should serve as a reminder to law enforcement executives and supervisors to be ever vigilant against sexual harassment and other forms of police sexual misconduct within their own organizations. These highly publicized incidents frequently involved influential people committing sexual improprieties with impunity for many years—partly because people in their professional circles overlooked these individuals' degenerate behavior and failed to intervene on behalf of less powerful victims. At times, law enforcement agencies have also minimized and systematically diminished episodes of sexual impropriety within their ranks, often downplaying the purported misconduct as consensual or treating complainants as less credible than the presumptively credible police offenders.

However, this attitude of indifference toward police sexual misconduct is rightfully no longer accepted in professional law enforcement organizations. The more counseled approach requires agencies to be proactive with internal inspections, to be genuinely receptive to information about police sexual harassment and other sexual misconduct from any source, and to robustly investigate all sexual misconduct complaints, regardless of the status or perceived credibility of any person involved. Current law enforcement standards require proactive administrative procedures; punitive consequences for employees who commit sexual misconduct; and accountability among employees, especially supervisors, who have knowledge of misconduct and fail to report it.[1]

Police Sexual Misconduct

Police sexual misconduct refers to a wide spectrum of bad behavior, but, fundamentally, it involves police officers taking advantage of their power and authority to bring about some type of sexual reward. Police sexual misconduct occurs in countless forms and may be directed at other employees, members of the public, detainees, crime victims or witnesses, and other vulnerable populations.[2] The misconduct may involve highly publicized criminal acts of sexual assault, extortion, and corruption—or offenses such as consensual sexual encounters while on or off duty or sexual behavior occurring on workplace premises.[3]

Police officers are often aware of at least minor incidents of sexual misconduct occurring within their ranks, but they are reluctant to inform their office of professional standards or command staff due to the enduring police cultural value of silence and an expectation that officers will shield each other for minor (and less often, but occasionally major) transgressions.[4] However, less serious offenses of sexual misconduct that are not meaningfully addressed will likely escalate into bigger problems. Supervisors must be engaged and willing to address all infractions by subordinates; supervisors who "look the other way" or impose minimal punishment for known misconduct may trigger civil liability for negligent supervision.[5] When law enforcement leaders know about and appropriately respond to minor infractions, they can avoid worse incidents and mitigate damaging consequences.

It is imperative for law enforcement executives to demonstrate a willingness to inspect their own houses and not wait for formal complaints to expose these problems. "To merely address issues and behaviors after they arise is an ineffective operating model and a lapse in critical oversight that can create significant liability while risking the public's trust and confidence."[6] It is also important for law enforcement leaders to foster a sense of duty among officers to hold each other to higher ethical standards and to protect employees who report information from retaliation, rather than rewarding officers for following the code of silence. One way to accomplish this is by adopting a policy that clearly defines the behaviors that are prohibited and consistently enforcing the policy across all ranks. Policies should define and prohibit both criminal and non-criminal sexual misconduct, such as abusing authority for sexual benefit in violation of the law, using governmental power or resources to obtain information for the purpose of sexual pursuit, and engaging in any sexual activity either while on-duty or resulting from official conduct.[7] Policies should specifically explain an employee's duty to report even minor incidents and should require supervisors to forward information to appropriate channels, typically professional standards or command staff, rather than handling incidents of sexual misconduct as lower level general misbehavior. Violations of the policy should result in discipline up to and including demotion, termination, and prosecution, when appropriate.

Police sexual misconduct refers to a wide spectrum of bad behavior, but, fundamentally, it involves police officers taking advantage of their power and authority to bring about some type of sexual reward.

Police Sexual Harassment

Sexual harassment claims are divided into two categories. The first type is quid pro quo; it occurs when a supervisor conditions employment status or benefits on an employee's acquiescence with sexual activity, resulting in a "tangible economic action" affecting the employee. An example of quid pro quo harassment is when a supervisor raises the salary of or promotes a subordinate in exchange for sexual favors. The second type of sexual harassment is the more familiar "hostile or offensive work environment"; it occurs when an employee is subjected to sexual jokes, suggestive comments, unnecessary sexually explicit images, physical interference such as following or obstructing the employee's movement, or sexually disparaging remarks in the workplace.[8] Sexual harassment claims may involve behavior that appears less serious than some of the more scandalous incidents of police sexual assault, but they generate significant litigation. All forms of sexual transgressions by police have the potential to bring disastrous consequences upon a law enforcement agency.

Many current police administrators experienced a time in the past when a patriarchal atmosphere in law enforcement was common and largely accepted. But those suggestive roll call jokes, sexually derogatory references to women, displays of sexually explicit material (typically objectifying women), and the dismissive "boys will be boys" responses that used to be overlooked are now contributing factors in actionable claims of hostile work environments. Law enforcement executives need to create an atmosphere of genuine respect for all people and zero tolerance for sexually degrading behavior and proactively seek to identify and rectify hostile environments that lurk within their own agencies. Conducting internal audits and investigating officers who are known as "skirt chasers" and those who unnecessarily watch places where couples like to park or where young women frequent may reveal minor problems before they worsen.[9] Call backs to women who interacted with on-duty officers and administrative interviews of female arrestees may also reveal useful information. Law enforcement executives are responsible for establishing and sustaining an environment where modeling and endorsing principled conduct is the norm and disreputable behavior is not tolerated at any level.

Conclusion

"Law enforcement agencies and executives have a duty to prevent sexual victimization, to ensure it is not perpetrated by their officers, and to take every step possible to ensure the safety and dignity of everyone in the community."[10] Failure to proactively identify and address sexual misconduct by police officers within an agency can result in lost public trust, agency and executive civil liability, and even federal and state government audits and investigations. Fortunately, these disasters can be averted by implementing the trifecta of good police administration: sound policy, training that ensures comprehension of and compliance with the policy, and consistent enforcement of the policy. Recognizing that police culture influences the occurrence of police sexual misconduct, agencies can improve their positions through proactive, vigilant supervision and consistent enforcement of meaningful policy.[11] Law enforcement executives are responsible for proactive enforcement of high ethical standards of conduct and enhanced officer accountability in cases of police sexual misconduct.[12] Police executives need to endorse a commitment to ending the secrecy that has traditionally shrouded police sexual misconduct. ❖

Notes:

[1]International Association of Chiefs of Police (IACP), *Addressing Sexual Offenses and Misconduct by Law Enforcement: Executive Guide* (2011): 5; Lou Reiter, "Handling Sexual Misconduct by Public Safety Officers Is a Job for Us, Not the Courts," *PATC E-Newsletter* (April 2007): 5, http://llrmi.com/articles/legal_update/job-for-us.shtml; Martin J. Mayer, "Negligent Supervision and Executive Liability," Chief's Counsel, *The Police Chief* (February 2016): 16.

[2]IACP, *Addressing Sexual Offenses and Misconduct by Law Enforcement*, 3.

[3]IACP, *Addressing Sexual Offenses and Misconduct by Law Enforcement*, 6.

[4]Timothy M. Maher, "Police Chiefs' Views on Police Sexual Misconduct," *Police Practice and Research* 9, no. 3 (2008): 239–250; Reiter, "Handling Sexual Misconduct by Public Safety Officers Is a Job for Us," 3; IACP, *Addressing Sexual Offenses and Misconduct by Law Enforcement*, 5.

[5]Mayer, "Negligent Supervision and Executive Liability," 17.

[6]IACP, *Addressing Sexual Offenses and Misconduct by Law Enforcement*, 6.

[7]Reiter, "Handling Sexual Misconduct Is a Job for Us," 5.

[8]Darrell L. Ross, *Civil Liability in Criminal Justice*, 6th ed. (New York, NY: Taylor & Francis, 2013), 205.

[9]Reiter, "Handling Sexual Misconduct by Public Safety Officers Is a Job for Us," 3.

[10]IACP, *Addressing Sexual Offenses and Misconduct by Law Enforcement*, 1.

[11]Maher, "Police Chiefs' View of Police Sexual Misconduct," 239–250.

[12]IACP, *Addressing Sexual Offenses and Misconduct by Law Enforcement*, 15.

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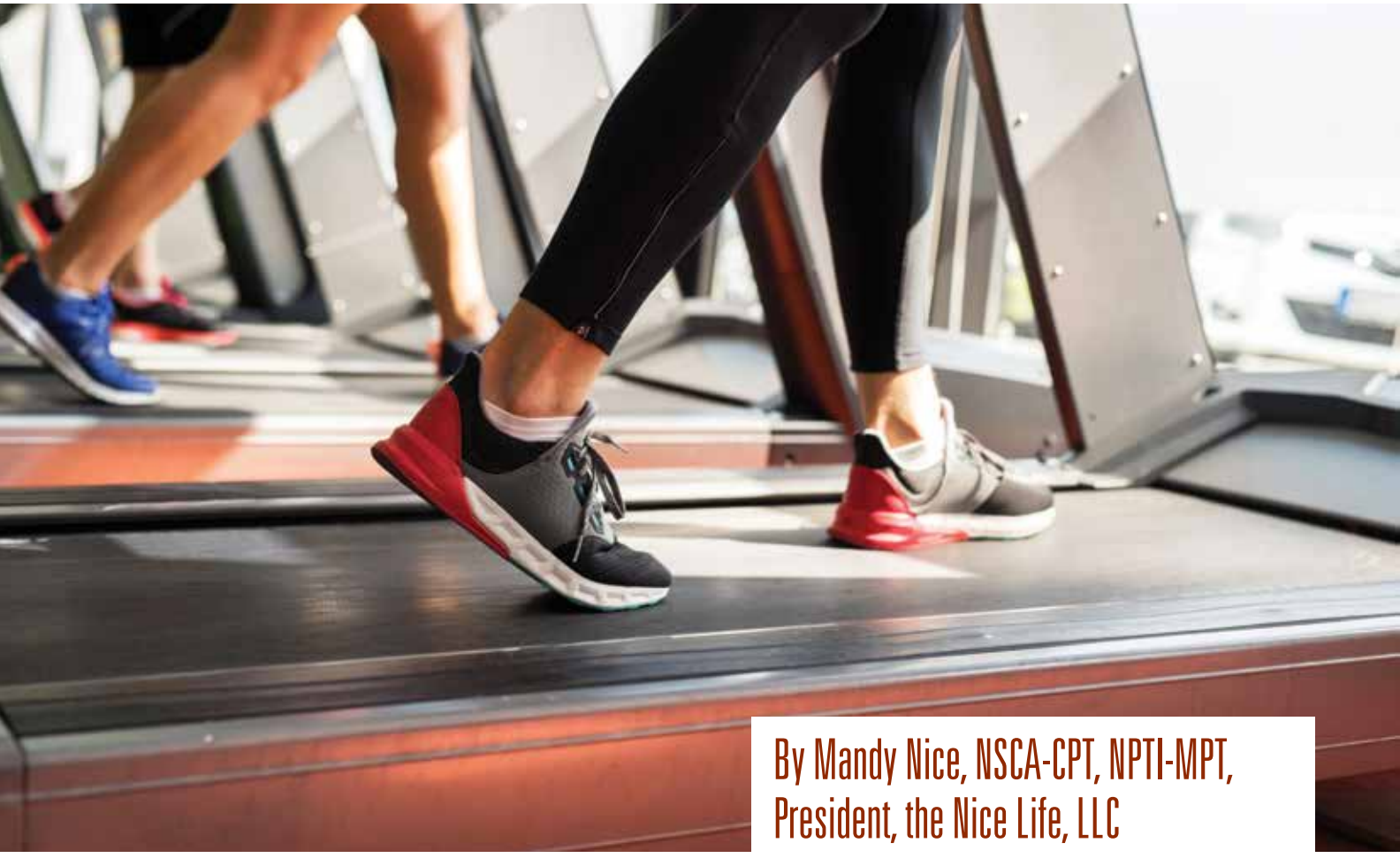

By Mandy Nice, NSCA-CPT, NPTI-MPT,
President, the Nice Life, LLC

I got your six" is perhaps among the most noble and meaningful promises that members of the law enforcement industry can make to one another—the unconditional promise to have each other's back. On a larger scale, one of the most powerful ways an agency can fulfill that promise to employees is by implementing a strategically designed wellness program. Leading research continues to reveal multitudes of evidence that health and wellness are pivotal to maximizing employee safety on the job and ensuring that employees are able to enjoy a healthy, long retirement afterward.

In the words of the U.S. Department of Justice Bureau of Justice Assistance and the Police Executive Research Forum through their publication of *A Guide to Occupational Health and Safety for Law Enforcement Executives*,

> *Few professionals face the health and safety threats that some law enforcement personnel do in the course of their careers. Personnel are the foundation of any law enforcement agency. Healthy personnel who are properly educated and protected while on the job are better able to perform their duties and serve the community.*
>
> *Occupational health and safety programs play a critical role in protecting law enforcement personnel from the hazards they face in routine activities and during emergency events. These programs can be cost-effective and provide short- and long-term benefits to employees, their families, and the department as a whole.*[1]

The short- and long-term benefits are resonating with more and more members of the workforce. Recently, Washington Police Chief

Ed Holmes voiced a great comparison on importance of health and wellness as a means for officers to enjoy a long, healthy retirement and succinctly stated,

> *The importance of investing money early to realize a financially secure retirement is a familiar topic to most people. By setting aside money each month, individuals can realize substantial growth in funds over time…Yet all this planning goes to waste if they are not around to enjoy their retirement. Longevity estimates for retired police officers vary, but studies show relatively short life expectancy rates. The good news is that by making small investments in their physical and mental health today, officers can increase their chances of enjoying a long, healthy retirement.*[2]

Practical wellness programs can be designed to fit all agencies' sizes and budgets. Besides improving employee health and safety, a wellness program can raise morale by demonstrating to employees that they are valued by the agency. Wellness programs also benefit the community, as they empower officers to physically feel their best, therefore better enabling them to perform their best. Science-based best practices, such as those included in this article, pave the way to making wellness program design and implementation convenient, affordable, accessible, and advantageous for all involved.

Measurable Success: Consider Your Opportunities

Research shows that both employees and agencies can measurably benefit from a strategically designed wellness program.

The need has been clearly measured. For example, data from highly esteemed and accredited research professor Dr. John Violanti's research on 2,000 members of the Buffalo, New York, police force concluded,

> *Police as a group experienced higher job stress than a reference population; police officers over the age of 40 had an increased risk for arteriosclerosis; 72 percent of female officers, compared to 43 percent of male officers, had cholesterol levels higher than recommended by medical authorities; police officers as a group had higher-than-average pulse rates and diastolic blood pressure; officers over age 40 had the highest 10-year risk of a coronary event when compared to national standards.*[3]

The solutions are also familiar. In the words of the U.S. Department of Justice Community Oriented Policing Services (COPS),

> *Proper exercise and diet help to maintain high-performing officers and thus help to minimize injuries and maximize mental alertness… Through diet, exercise, and adequate sleep, officers can reduce their chances of hypertension, heart disease, cancer, degenerative joint diseases, and diabetes.*[4]

Additionally, as written by the IACP,

> *Wellness programming, which includes exercise, nutrition education, stress-reduction outlets, and psychological interventions, improves the quality of life and increases job performance and satisfaction among police officers.*[5]

The facts outlined in Figure 1 reflect measurable wellness program benefits that have been proven *specifically* in the law enforcement industry. As more agencies develop and expand their wellness programs, we can start making a measurable difference of positive change in some of the most harrowing health statistics for members of law enforcement, including but not limited to officer life expectancy. Recently, it's been proven that the life expectancy of a police officer is 20 years less than his or her civilian counterpart. Specifically, in the U.S. National Library of Medicine, the National Institutes of Health stated that

> *[t]he years of potential life lost (YPLL) for police officers was 21 times larger than that of the general population (Buffalo male officers vs. U.S. males = 21.7, 95% CI: 5.8-37.7). Possible reasons for shorter life expectancy among police are discussed, including stress, shift work, obesity, and hazardous environmental work exposures.*[6]

Support to change that statistic by developing and implementing results-oriented wellness programs is expanding. Let's not miss out on the opportunity to equip and inspire employees to consistently make choices that optimize their health, help them physically feel their best, and increase their resilience. They will be better able to do their best consistently over the course of their career while enjoying a better quality of life.

Find Support: Consider Professional Recommendations

The Department of Justice (DOJ) – Bureau of Justice Assistance (BJA) has recognized that agencies need to support both employee health optimization and subsequent maintenance. BJA specifically stated,

> *Maintaining physical health, encouraging healthy eating and sleeping patterns, and supporting mental well-being are important for officer wellness. Physical health incorporates regular exercise and proper nutrition. Maintaining a conditioned fitness level protects an officer and his or her fellow officers while working.*
>
> *More than ever, officers need to be able to think and perform with ease and accuracy. Maintaining and investing in officer safety, health, and wellness is one of the most critical actions an agency can take. Finding ways to achieve ongoing development is vital to the preservation of officer wellness. A starting point for discussing the complexities, available resources, and best practices can be accomplished through leader-ship and management, policies and procedures, training, and healthy lifestyles.*[4]

In 2010, the BJA VALOR Officer Safety Initiative was created. VALOR provides all levels of law enforcement with tools to help prevent violence against law enforcement officers and to enhance officer safety, wellness, and resiliency. Specifically, officer safety and wellness is recognized as a VALOR essential. "Mind and Body" is listed as a key concept included in the training the initiative provides.[10]

Additionally, the DOJ Office of Community Oriented Policing Services stated,

> *We must also recognize that more officers are killed or removed from service because of vehicle accidents, chronic diseases such as high blood pressure, and other problems that often stem from high stress environments, poor nutrition, and lack of exercise. Police officers assigned to shift work and overtime have an even harder time maintaining healthy nutrition and regular exercise.*
>
> *As a nation, we must make police officer wellness and safety a top priority.*
>
> *Police work is tough—and we owe it to our officers and their families to do all we can to support their health and safety.*[11]

The International Association of Chiefs of Police has prioritized officer safety and wellness through the development of numerous resources for agencies, officers, and law enforcement families on topics such as nutrition, fitness, mental health, stress management, family wellness, and officer injuries, among others. These resources include fact sheets, model policies, reports, articles, and training materials and can be found through IACP's Institute for Community-Police Relations (www.theIACP.org/ICPR).[12]

Now that these research, recommendations, and resources are in place, any agency can utilize them in their implementation of an effective wellness program.

Figure 1. Research-Proven Benefits of Strategically Designed Wellness Programs	
Reduced Risk of Illness	The U.S. Centers for Disease Control and Prevention states that, "Four modifiable health risk behaviors—lack of physical activity, poor nutrition, tobacco use, and excessive alcohol consumption—are responsible for much of the illness, suffering, and early death related to chronic diseases." The World Health Organization confirmed that, "if risk factors for chronic disease were eliminated, **at least 80% of heart disease, stroke, and diabetes would be prevented and more than 40% of cancer would be prevented.**"
Reduced Healthcare Expenditures	Various law enforcement agencies calculated **the cost of an in-service heart attack to be in the range of $400,000 and $750,000.** "Being physically fit translates into fewer sick days, disabilities, and injuries—thereby reducing health-care costs."
Reduced Risk of Injury	"**Officers who engaged in fitness training regimens were less likely to suffer an injury** that was Occupational Safety and Health Administration (OSHA) reportable and more severe. Similarly, officers who were overweight were more likely to sustain serious injuries, miss more days at work, and require more rehabilitation. Those with a healthy weight as classified by the body mass index missed 25 percent less time post-injury than officers classified as obese. Agencies should recognize the evidence of a strong connection between fitness and health and injury severity, and it is recommended that agencies implement mandatory fitness programs to curb injury and injury severity."
Extended Officer Lifespan	"Keeping officers physically fit is also cost effective in its ability to help prevent illness or worse. **'Expending at least 2,000 calories a week in physical activity reduces an individual's risk of dying of any cause by 28 percent**. Mortality rates for unfit men were estimated at 64 per 10,000 persons. However, that number drops to 18.6 per 10,000 persons when looking at those that are most fit.'"
Improved Officer Performance	"**Proper exercise and diet** help to maintain high-performing officers and thus help to **minimize injuries and maximize mental alertness**."

Sources: CDC, *The Power of Prevention*, 2009; COPS Office, *Officer Safety and Wellness: An Overview of the Issues;* and IACP and BJA, *Reducing Officer Injuries: Final Report.*

Start Smart: Designing and Implementing a Results-Oriented Wellness Program

Since each agency is different, the steps listed below offer flexibility to accommodate all sizes, budgets, and locations in the effective implementation of a strategically designed wellness program. For optimal results, it is recommended that agencies choose to either have an internal dedicated wellness program manager or an external professional law enforcement wellness program consultant complete the following steps.

Step 1: Needs Analysis

The most effective strategically designed wellness programs are not merely activity based but, instead, are purpose driven with measurable results. The wellness program's purpose stems primarily from two elements: (1) the agency's action step of prioritizing employees as its most valuable resource, specifically committing to optimizing their health and resilience, and (2) the results of a thorough needs analysis. Minimal key steps in the needs analysis include the following:

- Assessment of command staff's interests and goals regarding wellness at the agency
- Assessment of any existing wellness resources (e.g., U.S. Centers for Disease Control Worksite Health Scorecard)
- Identification of the agency's top health care cost drivers (e.g., aggregate health care results reports)
- Assessment of employee needs and preferences (e.g., surveys and interviews)

Completing a thorough needs analysis and compiling results into an executive summary will illuminate the health needs that the wellness program should include and prioritize in order to make the most significant, positive, and measurable impacts on employee health and resilience.

Step 2: SMART Goals

It's long been said that what gets measured gets improved. Setting SMART (specific, measurable, attainable, relevant, and time-bound) short- and long-term goals will ensure the wellness program meets the command staff's expectations and employees'

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needs and desires, without overextending resources. Examples of meaningful goals that can improve health and resilience include the following:

- **Improved physical health**, as measured by increased fitness (e.g., strength, cardio, agility, reaction time, flexibility, job-related physical readiness); improved body composition; reduced workers' compensation injury reports; reduced incidence of light-duty status; improved heart coherence; improved biometric values; or extended lifespan
- **Improved mental health**, as measured by reduced depression and suicide, improved employee morale, and improved quality of life
- **Improved agency efficiency**, as measured by reduced usage of sick time, reduced number of officer complaints, increased employee engagement, and increased employee retention

Although incentives are optional, they can have a tremendously positive impact on employees' motivation and results. Economical examples of incentives include certificates of achievement signed by command staff and challenge coins. If the budget permits, premium incentives can include tools for wellness success such as wearable fitness trackers or gym membership sponsorships; however, any and all incentives should be reviewed and approved by command staff, the agency's legal counsel, and the agency's insurance provider to ensure that the incentives do not exceed the dollar value legally permitted.

Step 3: Research

Once the wellness program goals have been established, science-based best practices can be leveraged to achieve success. Recommended resources for best practices include the following (access article online for links to these resources):

- IACP Institute for Community-Police Relations — Officer Safety and Wellness resources

- IACP *Police Chief* magazine, Officer Safety Corner column
- Valor for Blue Officer Safety and Wellness Program
- FBI *National Academy Associate* magazine, Staying on the Yellow Brick Road column
- Wellness Council of America
- Health Enhancement Research Organization
- American Heart Association Workplace Health Solutions

Step 4: Pilot Programs

After the goals and best practices for the wellness program have been established, a pilot program can be designed. Hallmarks of a strong pilot program include the following:

Meaningful support by command staff: Low or no-cost examples of meaningful support can include written encouragement of participation sent directly from members of command staff to employees; presence of command staff at wellness program launch events, classes, or activities; and positive reinforcement from command staff in the form of awarding high achievers in the wellness program with award certificates signed by command staff or hosting "congratulatory meetings" with command staff for high achievers in the wellness program.

Effective communication to employees: To avoid information overload, each communication piece should be purpose-driven, concise, and easily accessible. It's also very helpful to customize communications and wellness coaching for specific groups of employees within an agency. For example, deputy sheriffs, corrections officers, and administrative staff members each face very different obstacles when attempting to optimize their health. Therefore, members of each job classification will respond best to communication and wellness coaching that has been customized to suit their respective needs. Law enforcement officers will likely appreciate and respond much more favorably to a 60-second tip on how to stretch to reduce back pain paired with a sample of delicious, healthy, on-the-go, car-friendly snacks than they would to a long email about how to run a marathon and wash vegetables.

A results-oriented design: The pilot program should be anchored with measurable results that align with the agency's priorities and SMART employee wellness goals. Whether the results of the pilot program are designed to achieve a reduction of injuries, cardiovascular disease, diabetes, and health care expenditures or improvements of body composition, fitness, nutrition, sleep, stress management, and agency-wide morale, it's important to set a clear goal and track results that encompass more than mere participation.

Innovation: The pilot program should leverage science-based strategies to provide innovative solutions to the challenges employees face when trying to optimize their health and wellness. For example, some agencies have hired on-site professionally certified athletic trainers to help employees exercise effectively and reduce injury rates, and experienced a return on investment as high as $7 for every $1 spent.[7] Another example of health and wellness innovation involved developing a strategic injury risk reduction program that reduced annual workers' compensation costs by approximately $250,000 and was featured in the *FBI National Academy Associates*.[8] Implementing a customized "Operation Thrive" three-month wellness challenge is another example of an innovative program that helped law enforcement employees measurably improve their health. Specific results achieved included reducing total body weight by approximately 2,000 pounds, increasing exercise, improved nutrition, sleep, and stress management. A summary was featured in the May 2017 edition of the *Police Chief*.[9]

Positivity and an inclusive team approach: Every member of an agency deserves to feel their best so that they can do their best. Hinging the pilot wellness program on positivity and using an inclusive team approach will lay a firm foundation upon which success can continue to grow.

An element of competition: Including an element of competition in a pilot program can be a valuable, rewarding, and enjoyable way to motivate employees to optimize their health and wellness. Pilot programs can incorporate an element of competition by establishing clear, measurable, time-bound health and wellness goals, while challenging employees to achieve high scores both individually and as a team. To establish a competition fairly, it's important to reward both positive progress *and* accomplishment. For example, a weight loss challenge could include awards for both employees who achieved the greatest decrease in weight or body fat and for employees who reached a healthy weight or body composition within the challenge time frame.

Step 5: Results Analysis

The results of the pilot program should be carefully tracked and measured. Ideally, results reports should include not only the measurable health and wellness improvements, but also the associated return on investment, employee satisfaction surveys, progressive wellness program development, and a SWOT analysis (strengths, weaknesses, opportunities, and threats). It's very important to comply with privacy regulations and, if in the United States, all sections of the Health Insurance Portability and Accountability Act (HIPAA) when tracking and reporting results. After the pilot program has been completed, the results report should be reviewed with command staff, employee leaders within the wellness program, and associated partners such as the agency's health insurance provider.

Step 6: Strategic Success Continuation

To optimize program efficiency and effectiveness, the results report identifies areas in need of further improvement that can be addressed using more science-based best practices that consider program resources and employee input. Successful pilot programs can then be converted into seasonally repeating or permanent programs to maximize the sustainability of improved wellness and resiliency.

Step 7: Program Growth

Agencies can leverage the success of a pilot program to grow and expand using a method of progression, such as the one shown in Figure 2, which uses the example of an agency that had experienced high rates of employee injuries prior to instituting a wellness program. This type of program growth fuels a measurably healthier workforce and agency each step of the way.

A Worthy Investment

Law enforcement is among the noblest professions in society. Dedicating one's life to serving and protecting the lives of others requires a selfless and courageous spirit. Enjoying a strong career and a long, healthy retirement is possible and pursuing those experiences are worthwhile. Those who serve others every day are worth the investment in a wellness program. Using the steps outlined herein to

Figure 2. Progressive Expansion Example

Pilot Program	Health Need Addressed	Key Results	Strategies for Continued Success and Growth
1 Injury Risk Reduction Program	The agency decided it needs to reduce employee injuries for job-related activities.	Measurably reduced injury occurrences and associated workers' compensation claims and costs, as well as improved employee morale	First, continue the injury risk reduction program as a permanent program to maintain low injury rates. Then, further reduce risk of injury by piloting a second program designed to help employees increase their level of fitness.
2 Voluntary Exercise Program	The agency decided it needs to help employees further reduce their injury risk by improving their fitness level.	Measurably increased employee fitness, which naturally reduces injury risk and need of light-duty status while helping optimize job performance	First, continue the voluntary fitness program on a permanent basis. Then, to keep the wellness momentum high, implement a voluntary annual wellness challenge that would positively recognize employees for using the exercise program as well as practicing other key healthy habits.
3 Voluntary Wellness Challenge	The agency decided it needs to help employees continue improving their fitness level and body composition for reduced risk of injury and illness.	Measurably increased employee fitness and body composition, which reduces risk of injury and illness including heart attacks and diabetes	Continue the voluntary wellness challenge annually and expand it to provide additional wellness support resources such as stress management, nutrition, and more.

implement a results-oriented wellness program will help equip and empower an agency and its officers to build the physical strength, mental strength, and resiliency they need to reach their highest potential both professionally and personally. These programs literally have the power to save the lives of officers and, thus, help them keep the promise of "having each other's six." Whether an agency starts with few or many resources, every effort to support employee wellness can make a positive impact. As motivational speaker Zig Ziglar is well-known for saying, "You don't have to be great to start, but you have to start to be great." Or, in the words of Simon Sinek, the keynote speaker of the 2016 and 2017 IACP Annual Conference and Expositions stated, "It's better to go slow in the right direction than to go fast in the wrong direction." Together, law enforcement leaders can ensure that law enforcement collectively moves in the direction that allows officers to enjoy optimal health and resilience today and for many years ahead—to move beyond surviving to thriving. ❖

Notes:

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Effects of Shift Work on Officer Safety and Wellness

By John M. Violanti, PhD, New York State Police (Ret.), Research Professor, Department of Epidemiology and Environmental Health, State University of New York at Buffalo

Throughout evolution, people have been keeping time with environmental changes of day and night. Every person has a biological circadian clock that synchronizes sleep and wake with light or darkness. This system is based in the brain and operates on a 24-hour schedule. In general terms, the clock is designed so that the human body will stay awake during daylight hours and sleep during nighttime. This cycle is introduced, maintained, and reinforced in everyone's life. If the cycle is disrupted for some reason, a person may experience problems staying awake, lapses in judgement, physical health problems, and poor concentration. One common cause of such disruption to the circadian clock is shift work, which can lead to major sleep-related and health problems for night shift workers. The worst time of the day to stay awake and work is between 3:00 a.m. and 8:00 a.m. This is called the "circadian nadir," meaning the lowest possible point of awareness in a person's daily cycle.

The 2016 Sleep in America Poll found that night shift workers get less sleep per night, and workers on rapidly rotating shifts get less sleep than shift workers on slower rotation schedules (greater than three weeks per rotation). In addition, 25 percent of night shift workers reported that their work schedule does not permit sufficient sleep, and one-third reported that they obtain less sleep on workdays and weekends than they need to function at their best. In addition to the difficulties for workers, the lost productivity due to sleep loss costs U.S. employers $18 billion annually.[1]

The Police and Shift Work: "Tired Cops"

Shift work is one of the most frequently mentioned stressors in police work. Dr. Bryan Vila and Dr. Dennis Jay Kenney coined the phrase "tired cops" to describe the state of many officers who work night shifts.[2] Police officers often become overly fatigued because of night shifts, erratic work hours, and insufficient sleep. In a recent study, 32 percent of officers averaged fewer than six hours of sleep per day.[3] Unlike occupations in which shift work and long, erratic work hours tend to be limited to the early years of one's career, police officers are often sleep deprived throughout their entire careers. Moreover, these "tired cops" work in highly unstructured, variable, risky, and unpredictable situations that require quick judgment and decision-making.

Night shift work and regular sleep deprivation can lead to more severe sleep issues, as well. A 2011 study of 4,957 police officers revealed the following trends:

- 40 percent screened positive for at least one sleep disorder
- 33.6 percent screened positive for obstructive sleep apnea
- 6.5 percent had moderate to severe insomnia
- 5.4 percent screened positive for shift work disorder[4]

Sleep Deprivation and Police Reaction Time

It is important for police officers to be able to react quickly, but, if officers are not getting the proper amount and quality of sleep, they may have difficulty making quick decisions. There has been a considerable amount of research on how sleep deprivation affects reaction time, attention, and the ability to make decisions. It has been suggested that sleep-deprived persons have a significantly greater difficulty in judging courses of action as appropriate or inappropriate, which means that fatigued police officers are more likely to make a wrong decision or have an accident or injury on a night shift.[5]

An interesting study was conducted that compared the effects of sleep deprivation and blood alcohol levels on reaction times. The results concluded that *sleep loss was more potent than alcohol* in its effect on reaction time.[6]

Microsleep: Falling Asleep Without Knowing It

Microsleep is a brief sleep episode, maybe a few seconds, during which people actually fall asleep without realizing they are asleep. In essence, the brain falls asleep ahead of the body. The brain needs adequate sleep to prevent accidents and injury during the night shift. When sleep is insufficient the brain has a slower response and lapses into a lack of attention and slowed reactions. As sleepiness increases, lapses get more frequent and longer in duration—and there is an increasing loss of muscle tone (e.g., eyelids, hands) that contributes to an even greater risk.*

Note:

*Christof Koch, "Sleeping While Awake," *Scientific American* (Nov 1, 2016), https://www.scientificamerican.com/article/sleeping-while-awake.

The following comparisons were observed within a 24-hour period:

- No sleep—equivalent to 0.19 blood alcohol level as measured by breath ethanol concentration
- Two hours of sleep—equivalent to 0.102 blood alcohol level
- Four hours of sleep—equivalent to 0.095 blood alcohol level
- Six hours of sleep—equivalent to 0.045 blood alcohol level

Shift Work and Police Injury

According to the National Law Enforcement Officers Memorial Fund *Preliminary 2017 Officer Fatalities Report*, traffic-related fatalities were the leading cause of officer deaths in 2017. Since the 1960s, traffic-related fatalities have increased among police.[7] For this topic, it is of interest to know at what time of day such accidents generally occur; the author's studies have found that officers working night shifts have a greater risk for accidents. Insufficient sleep degrades alertness and performance on the job at night, thus increasing the risk of injury.[8] In general, injury risks tend to be lowest on morning shifts, highest on night shifts, and at intermediate levels for evening shifts.[9]

In a recent study conducted on shift work and injury, the author's research team found the following:

- Officers who worked the midnight shift had a higher incidence of injuries than those on day or afternoon shifts.
- The number of hours of sleep officers had influenced the incidence of injury across shifts.
- The incidence of injury on the first day upon returning to work from a day off duty was higher for officers on the midnight shift as compared to those on day and afternoon shifts. The incidence of injury would continue to be higher on the second, third, and fourth nights of working midnight shifts.[10]

These results indicate that officers are "burning both ends of the candle" when they work nights and are overtired on the first day back on the night shift. Besides duty, they likely have other things in their life that need attention and necessitate staying awake during daylight hours, such as court appearances, family matters, or second jobs. With extended shift hours now becoming the trend in police work, the number of injuries is likely to increase.

Shift Work and Police Health

Most studies on police health agree that police officers have a higher risk of health problems than members of the general population. At age 55, for example, police officers have a 56 percent chance of dying, compared to only a 2 percent chance for someone who is not a police officer.[11]

Although there are many factors involved that increase the risk of health problems among police personnel, shift work might be a major contributor. Cancer is one example. The majority of police officers work shift work during their careers and mortality rates among police show significantly higher rates of cancers of the colon, kidney, digestive system, esophagus, male breast, and testis, as well as Hodgkin's disease.[12]

Recent studies on shift work and police health by this author and his colleagues confirm, to some degree, the risk of health problems for officers working nights.

- Officers who regularly had fewer than five hours of sleep had significantly poorer artery health than those who typically had more than six hours of sleep.[13]
- Over a period of seven years, male officers who worked night shifts had significantly poorer cardiovascular health than those who worked day shifts.[14]
- Officers who worked nights and had less than six hours of sleep had four times as many metabolic syndrome components than officers working the day shift. The metabolic syndrome is a collection of five components which predict heart dis-ease, including waist size, blood pressure, weight, glucose, cholesterol, and triglyceride levels.[15]

Reducing the Risk: Recommendations

On Duty

Research has led to several suggestions to help reduce the impact of shift work on tiredness and fatigue.

One such suggestion is controlled napping during a night shift to help reduce sleepiness. Naps should range from 15 to 20 minutes with 5 minutes wakeup time. Studies have shown that napping

helps to increase reaction time and alertness and improve performance. According to this idea, there should be a scheduled time for an officer to take a nap or an unrestricted opportunity to take a nap during the shift, as well as an appropriate place to take an uninterrupted nap. Police departments may wish to consider this napping strategy regardless of shift duration and include shifts less than 12 hours and those who might work double shifts.[16] However, there is some controversy at organizational levels about napping since it takes away from patrol duties.

Mortality rates among police show significantly higher rates of cancers of the colon, kidney, digestive system, esophagus, male breast, and testis, as well as Hodgkin's disease.

Role of the Police Organization

Primary responsibility rests with the individual officer for getting proper sleep; however, police organizations can help their officers reach that goal. The organization can create a culture in which officers receive adequate information about the importance of good sleep habits, the hazards associated with fatigue and shift work, and strategies for managing them. According to Drs. Bryan Vila and Charles Samuels, organizations can do the following:

- During training at the basic academy level and in-service training afterward, educate personnel on the importance of proper sleep and the hazards associated with shift work.
- Fit the particular needs of each community and its police officers. There is no one ideal system for shift work.
- Shift scheduling strategies and staff deployment in police agencies require operational expertise and human factors expertise. Draw on these resources or perform research to guide shift development.
- Excessive overtime, frequent shift changes, and secondary employment are especially problematic issues in conjunction with sleep disorders and these elements should be carefully managed.[17]

Role of the Individual Officer

On an individual level, officers can improve the quality of their sleep by

- getting at least 7 hours of sleep daily;
- going to sleep at the same time every day, as much as possible;
- avoiding alcohol just before bedtime;
- using room-darkening curtains or shades (light keeps people awake);
- making their bedroom a place for sleep, not doing work or watching TV;
- maintaining a comfortable bedroom temperature—not too hot or cold;
- avoiding large meals or excessive fluids before bedtime;
- avoiding exercise within three hours of bedtime; and
- avoiding caffeine, nicotine, and other stimulants before bedtime.[18]

Conclusion

Shift work poses an increased negative risk among police officers in terms of safety and health. With proper sleep—and attention to this problem by both the organization and individual—such risks can be substantially reduced. It is likely that there will always be a need for shift work in policing, so how law enforcement organizations adjust to this inherent work situation is essential to providing a high level of service to the community and to preserving the health and safety of officers. ❖

Notes:

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FirstLineLeadership@theIACP.org • theIACP.org/First-Line-Leadership

800.THE.IACP

Police and Physical Fitness:

Convincing the Caretakers to Take Care

By Marc R. Partee, Major, Baltimore, Maryland, Police Department

Almost any police officer, if asked, will emphasize how special those are who wear the badge and point out that not just anyone can be a cop. An important part of this distinction is the idea of indestructability held by many in the field. This perception is furthered by the "warrior mind-set" in which those who subscribe to this ideal believe that warriors cannot show weakness. Subscribing to the warrior mentality also makes it easier for officers to disregard their basic human qualities—including physical limitations.

Those who choose to pursue a career in law enforcement believe they must hold the individuals they pledge to serve and protect above themselves. This is the other side of the police subculture coin—the "guardian mentality." This idea leads to officers dedicated to fulfilling their most simple mandate of protecting their communities. In addition, the protective instincts of many in the field lead them to focus their attention on those they serve, thus keeping officers from recognizing their own needs and shortcomings. Thus, the mind-set that develops as a result is one in which the last person thought of by the officer is the officer. From the outside, this might not seem to be a dilemma, but the fact that many officers neglect themselves is problematic.

To add another layer of complexity, officers must also contend with other factors that take priority over their health, including prioritizing family and recognizing the possibility of having to supplement income through overtime or secondary employment. Again, officers' well-being is pushed further down the list of priorities, often ending up at the very bottom.

The Evidence

The examination of physical fitness of police officers is not new, but what has not been thoroughly examined is how to change the narrative about the importance of police fitness. Policing is a historically paternalistic profession, and, as such, bravado is a prevailing theme. To acknowledge that there is a deficiency in one's fitness or physical state would be viewed as admitting some semblance of weakness—and that is out of the question for most officers!

While the demographics are gradually changing, law enforcement is still a highly male-dominated field.[1] This is relevant because numerous surveys have found that the rate of men's visits to primary care physicians is three times less than women's.[2] On a similar note, mortality rates for men are higher than for women and higher still for those men in law enforcement. What might come as a surprise is that the increased mortality rates are not solely (or even primarily) because of line-of-duty deaths.[3] For instance, law enforcement officers experience heart attacks and cardiovascular disease at higher rates than the general public,

and hypertension among men in the field is common.[4]

The physical abilities needed to be a police officer do not change as one's years of service increase, but the focus on physical fitness often decreases nonetheless. Considering physical fitness standards to be optional makes as much sense as making body armor or service weapon utilization voluntary. A police officers' body is just as important an instrument as any other that officers are required to maintain proficiency in. A more physically fit police officer might even experience less instances requiring the use of force—it is has been noted that many suspects make up their mind as to whether they will comply or not depending upon their assessment of the officer's physical ability to answer their noncompliance.[5]

The Challenge

While it's clear that police fitness should be a priority, the challenge at hand is changing a culture that is historically resistant to change. Again, the police subculture plays a large part in the challenges to changing officers' attitudes toward physical fitness—subscribing to the idea that they need to adjust their attitude about their physical fitness flies in the face of the in-control persona that some veteran officers have developed over time. Many officers likely see no problem with their current level of physical fitness; therefore, they believe there is no need to adopt a different view. This self-neglect is an accepted practice simply because it has been the status quo for so long.

However, by changing the attitude toward physical fitness at the organizational level, it might be possible to create buy-in at the individual level. It is common for there to be a heavy emphasis on physical fitness standards during entry-level training, but once those recruits have matriculated to full-time officers, there is usually no concentration on maintaining those standards. With a multitude of changing topics and areas of focus already part of training, the ability to include fitness standards in in-service training is not seen as feasible by many organizations. There are also issues of privacy resulting from the Health Insurance Portability and Accountability Act (HIPAA) of 1996, which many organizations see as a hindrance to establishing post–entry level training physical fitness standards.[6]

Those agencies that do push forward with establishing standards are often forced to make them voluntary, which, in essence, negates the moniker of "standard." The voluntary nature of the programs makes agencies who want to encourage participation conceive of incentives that must be more attractive than ignoring the programs, but traditional monetary incentives are less appealing now that many officers can work overtime or secondary employment that will yield much more financial gain than nominal incentive money provided by the agency. Another common incentive is time off; however, many departments do not have the capacity to give officers extra days off.

With all of these challenges, along with a myriad of other obstacles, what can be done to convince law enforcement agencies and officers that they must prioritize physical fitness?

The Fix

Much of this information is most likely familiar; however, it is important to reiterate it to emphasize the need for departments to make a stand and to push for the welfare of their officers through health and wellness resources, programs, or requirements. How can this be accomplished? Many would argue that individual officers' health or fitness is not the responsibility of the agency and the onus rests squarely on the shoulders of the officer. However, the author would argue that officer fitness falls within the parameters of resource management for an agency. Just as with the preventive maintenance performed on an agency's fleet of cruisers, if a resource—officers—is not maintained properly, the re-source can be lost.

The first step is for agencies to explore partnerships with the multitude of companies that provide nutrition and weight loss support. Agencies can also reach out to find out-of-the box partnerships with companies who have developed health and wellness programs centered on making the work space more health friendly.

Other possible ideas agencies can explore when considering a fitness program include, but are not limited to the following:

- See if the agency's or municipality's insurance company can offer financial support for a fitness program.
- Consider making physical fitness a component of early warning systems. Much like minor behavioral issues can escalate if left unchecked, minor health issues can become worse if not caught early on.
- Police family workouts can serve the dual purpose of bringing families together and aiding in the overall health of officers.

What should *not* happen is an officer becoming involved in a foot chase, only to find him- or herself doubled over clutching their chest and out of breath. This lesson was learned the hard way, and the experience was the wakeup call for the author. After graduating from the academy at 230 pounds that grew over 20 years to 310 pounds, it took seeing stars after a two-block foot chase for this author to realize the importance of proper physical fitness.

Regardless of what approach is taken, inevitably, pressure from peers will be what changes the tide in the attitude toward physical fitness. When officers realize that their safety is dependent upon their partners' ability to come to their aid, fitness will become important. If an officer begins to pay attention to those officers around that symbolize his or her backup if trouble arises and recognizes that many are in less-than-peak condition, the officer will become aware that something must be done.

It will take a forward-thinking, progressive police agency to follow through on the President's Task Force on 21st Century Policing's officer safety recommendations and boldly take this issue to the forefront of the discussion on how to make today's police officers better. Police leaders have to take seriously the deteriorating health conditions of those serving in law enforcement and how that affects the community. Officers will take this issue seriously only when there is accountability attached to it, and establishing this accountability falls upon both the agency and the officer. The communities should also be included and feel some sort of ownership in making sure their police are in the best health possible—this can be achieved by soliciting ideas, involving community fitness and health experts, establishing community-police fitness challenges, or any other involvement strategy that works for a specific community and police department. The investment will yield the benefits of better police service and, eventually, a closer connection to the community. ❖

Notes:

[1]Curtis Crooke, "Women in Law Enforcement," *Community Policing Dispatch* 6, no. 7 (July 2013), https://cops.usdoj.gov/html/dispatch/07-2013/women_in_law_enforcement.asp.

[2]Centers for Disease Control and Prevention, National Center for Health Statistics, "New Study Profiles Women's Use of Health Care," press release, July 26, 2001, https://www.cdc.gov/nchs/pressroom/01news/newstudy.htm.

[3]Sandra Yin, "Gender Disparities in Health and Mortality," PRB, November 2007, https://www.prb.org/genderdisparities; John M. Violanti et al., "Life Expectancy in Police Officers: A Comparison with the U.S. General Population," *Journal of Emergency Mental Health* 15, no. 4 (2013): 217–228.

[4]Violanti et al., "Life Expectancy in Police Officers."

[5]Anthony J. Pinizotto and Edward F. Davis, "Offender's Perceptual Shorthand: What Messages Are Law Enforcement Officers Sending to Offenders?" *FBI Law Enforcement Bulletin* 68, no. 6 (June 1999): 1–4, https://leb.fbi.gov/file-repository/archives/jun99leb.pdf.

[6]U.S. Department of Health and Human Services, "HIPAA Privacy and Security and Workplace Wellness Programs," April 2015, https://www.hhs.gov/hipaa/for-professionals/privacy/workplace-wellness/index.html.

All photos courtesy of First Responder Network Authority.

FIRSTNET WILL OFFER LAW ENFORCEMENT A Reliable Connection and New Tools to Support Officer Wellness and Safety

By Ehrin Ehlert, Regional Lead, First Responder Network Authority

In the fall of 2017, a Pennsylvania police officer suffered a cardiac arrest while pursuing a suspect on foot. According to media accounts, the 44-year-old Allegheny Township officer had been called to a mobile home park where a man was reported to be creating a disturbance. When the officers arrived, the suspect allegedly ran. The officer experienced the heart attack while chasing after the suspect.[1]

Other officers on the scene performed CPR, and the officer was admitted to the hospital in critical condition. The quick response of other officers likely saved his life, but this incident illustrates one of the many ways police work can affect officers' health and well-being.

The officer was responding to a domestic disturbance. These types of calls are among

the most dangerous situations for law enforcement personnel. According to a 2016 study released by the National Law Enforcement Officers Memorial Fund, officers in these situations accounted for 18 percent of on-scene line-of-duty deaths between 2010 and 2014, the second leading circumstance following domestic disputes.[2]

The risks to officers, however, go beyond the dangers they face when responding to an incident. Police personnel work in inherently dangerous environments such as on roads; at crime scenes; and during risky situations, for example, in extreme weather. The work can be incredibly physically demanding, and police personnel, like all human beings, can get sick or injured on the job and can succumb to extreme stress.

Those who are employed in law enforcement know there is no amount of training or tool that can remove all risk from police work. Nonetheless, the deployment of FirstNet provides U.S. law enforcement agencies with another tool in their officer safety toolbox—a powerful communications network that improves first responder safety and offers more ways to track and monitor officer health and well-being.

FirstNet Opens for Use

The First Responder Network Authority (FirstNet) was established in 2012 after public safety identified the need for a dedicated, U.S.-wide wireless network for first responders, and the *9/11 Commission Report* recommended the allocation of more radio spectrum for public safety communications.[3] Congress provided FirstNet with $7 billion in funding, 20 MHz of spectrum in the powerful 700 band, and the unique charge to create a public-private partnership that would allow the network to serve the needs of public safety in every U.S. state and territory.

After its founding, FirstNet spent several years in active consultation with public safety organizations from across the United States. IACP and numerous law enforcement organizations were key partners in shaping the network and will be instrumental in its continuing development.

In March 2017, FirstNet announced it had chosen AT&T as its partner in a 25-year agreement to deploy and maintain the nationwide public safety broadband network. After the award, the First Responder Network Authority worked to combine the consultation inputs and data gathered through years of interactions with U.S. states and territories with AT&T's coverage and network offerings to issue a customized network build out plan to each U.S. state and territory.

Each governor received an official state plan notice in 2017 and had 90 days to decide whether to opt in or opt out of the FirstNet plan. Every state and territory in the United States chose to go with FirstNet's plan.

Choosing to opt in allowed FirstNet subscribers to immediately benefit from priority and preemption on the network, and AT&T will deploy the radio access network to link to FirstNet's dedicated spectrum at no cost or risk to the states and territories. Although each state and territory chose the FirstNet plan, subscribing to FirstNet services is still a choice for each jurisdiction; department; or even individual, in the case of volunteers.

A Strong, Reliable Connection

FirstNet will fundamentally improve officer safety by providing a robust communications network with expanded coverage, additional capacity, and priority preemption for first responders on the network. That means the network will be available to law

enforcement personnel without interruption or the risk of a clogged or lost signal.

As officers increasingly rely on wireless devices to map locations, view and share photos and videos, run background checks, communicate with other officers, and access other resources, FirstNet will provide the strong, reliable, fast connection they need. Using current commercial services, public safety personnel can find themselves crowded off the network by large numbers of people at festivals, concerts, or sporting events, or when the public flocks to their devices during a natural disaster or an emergency situation.

On FirstNet, public safety will come first with first responder priority at all times, and first responders will have the ability to preempt all other network traffic when intense response situations increase public safety's need for bandwidth. For rural agencies, AT&T is working to heavily expand coverage to the areas where law enforcement and other public safety entities need it most and will have 72 deployable assets prepositioned throughout the United States for quick dispatch to areas where service is needed or to restore service after a weather event or disaster.

Faster Access to Vital Information

With a strong, reliable signal, officers can more quickly access large amounts of data, which means they can approach a car, home, or a suspect with more information at their fingertips. Crime centers and fusion centers, along with individual departments and jurisdictions, are collecting significant amounts of crime data, but the missing link has been a way to push those data out to officers on the street in real time.

Many agencies are already using license plate readers, which use cameras to capture images of license plates and quickly compare these images against a "hot" list of plates in a database. For example, an agency might have a hot list of all known felons within the jurisdiction or license plates that are linked to violent crimes or missing persons. The license plate reader "looks" for these plates and alerts the officer if a match is found. Reliable connectivity through FirstNet means this powerful tool is available more often and in more locations and does not have to be vehicle deployed.

Tools running over a strong wireless network allow officers not only to approach the scene with more information, but also to operate more efficiently and safely at that scene. For example, with a handheld scanner or smart device linked to FirstNet, a trooper or officer can scan a driver's license to run a background check and instantly populate the fields within a report or citation. A fingerprint reader on the same device would then allow the officer to instantly record a fingerprint as a secure signature. The officer can do all of this without needing to return to the vehicle—a situation that can leave an officer vulnerable—or looking down for long periods of time to record information. A shorter, more focused stop means that an officer is less likely to be hit by a car or injured on the scene.

The robust connection also allows photos and video to be shared between officers and from dispatch to officer. Combining real-time video and audio with weather information, traffic data, and even aerial footage of a scene means an officer will have greater situational awareness than ever before.

In addition, with one nationwide network, FirstNet will allow U.S. agencies across disciplines and jurisdictions to communicate and share information seamlessly. Better information and better coordination both lead to increased safety for the officers at ground zero of an incident.

Technology and Tools to Monitor an Officer's Whereabouts and Well-Being

Policing is full of uncertainty. FirstNet can lift away some of that uncertainty by providing a network that supports systems and sensors that stream more information about an officer's whereabouts, activities, and health to other officers and to dispatch.

Location-based services are vital tools for law enforcement. Many times, location information is recorded verbally by officers to dispatch, but as technology becomes more available and the network more reliable, mobile data terminals and mobile data computers may record these data automatically rather than relying on contact from the officer.

This type of location data can save officer lives in certain circumstances. In 2007, a Tennessee state trooper stopped a vehicle in a rural area. The lone trooper suspected illegal drug possession and separated the driver and the passenger for questioning. As the trooper questioned one of the men, the other suspect shot the officer twice, and the two men fled the scene. The officer did not radio to dispatch prior to making contact with the vehicle and did not have any technology on his body or in his patrol car that tracked his location. It was a hunter in the area who eventually found the trooper's body and reported it to authorities. With FirstNet, no officer ever needs to be out of range or contact.[4]

In addition to location-based services that provide instant information about where an officer is, FirstNet will enable tools and sensors that can better monitor an officer's situation and alert dispatch to send help much faster than an officer may be able to call for backup.

Going back to the police officer in Pennsylvania, a heart rate monitor could have instantly notified dispatch that he was in distress. Had it not been for the aid of other officers at the scene, that situation could have had grave consequences.

Other possibilities for monitoring include a simple sensor on an officer's torso that indicates his or her position. The normal position for police personnel should be upright—either sitting or standing. Once an officer is horizontal, it could indicate the officer is injured or sick or in an intense situation that required him or her to get down for safety. In any of these cases, an automatic alert sent to other officers or to dispatch could be lifesaving.

Likewise, connected devices would allow off-duty or plainclothes officers to alert dispatch and other officers on scene if they are responding to an incident in their vicinity. In an active shooter or similar situation, this can save the lives of officers who aren't in uniform by alerting other responding officers to their presence.

Hands-Free Functionality and Heads-Up Displays

One downside of technology is that police personnel are often being asked to manipulate multiple devices and monitor several displays while also answering a radio and

driving and observing their surroundings. To make technology helpful rather than a dangerous distraction, police need instant and reliable voice- and action-activated services, along with more hands-free and heads-up displays.

Recently, in the summer of 2017, Richland County, South Carolina, field-tested a technology that uses a Bluetooth connection to automatically activate an officer's body-worn camera when the officer withdraws his or her weapon from its holster.[5] Bluetooth works well for connecting devices within a range of about 30 feet, but with an LTE connection through FirstNet, that signal can transmit for miles and get body-worn or in-car camera footage to dispatch, other agencies, or officers farther away.

The more technology activates automatically or is activated by the officer's voice, the less an officer needs to think about while on duty. Also, more crucial information can be relayed through verbal read-outs and heads-up displays, and the officer can stay more focused on his or her driving or the situation at hand. Innovative technologies that run over FirstNet have the potential to provide read-outs on windshields of patrol cars and cruisers or through head-mounted visor- or eyeglass-style devices. FirstNet wants officers to have their hands free and eyes up as much as possible for their safety and the safety of everyone around them.

Easing Workflow and Work Stress

Of all the threats to the health and well-being of law enforcement personnel, paperwork is not likely to top the list, but ask sheriff deputies, troopers, or police officers what gets to them about the work they do, and they may very well tell you that paperwork increases job stress and lengthens their shifts and workdays.

With officers linked to a reliable LTE connection, much of their paperwork can be completed while they work. The citation issued during a traffic stop can not only be pre-populated by a license plate scan, but it can also be submitted wirelessly to a department's record-keeping division. Crash and incident reports can be submitted this way as well.

Thoughtful Innovation Driven by Public Safety

If some of this technology brings to mind a futurized police officer, it's worth bearing in mind that the innovations FirstNet will bring to the field will come gradually as public safety personnel identify and help fine-tune applications and devices that positively impact their work. FirstNet will foster the innovation that public safety needs and wants, not dictate it.

First and foremost, the network will answer public safety's pressing need for a communications and information-sharing system that is always available, provides coverage in more places, has the bandwidth to move large amounts of data, and provides a secure connection. With the launch of the FirstNet Core in March 2018, FirstNet now provides end-to-end encryption, ensuring public safety has the most secure path for sensitive data.

FirstNet also realizes that having the newest technology comes with a price tag. However, FirstNet's partnership with AT&T and the nationwide deployment encompassing all public safety will create robust economies of scale to the benefit of law enforcement and other first response agencies—public safety technology will become mainstream instead of a niche market, which will drive down prices and make adoption more financially feasible for agencies.

As it has done since its creation, FirstNet will seek public safety's feedback on its products and services and ask them for ideas on how to best deliver public safety–focused innovations.

FirstNet recently launched an applications ecosystem designed specifically for public safety and built on open common standards. FirstNet also built an innovation and testing lab in Boulder, Colorado, where public safety personnel can see and explore devices, applications, and the advanced network features that FirstNet's team of engineers are testing to ensure these tools deliver on their promise to public safety.

With continued support and input from public safety and a powerful, world-class network on which to operate, FirstNet and public safety agencies can work together to make policing safer and more effective for law enforcement personnel and the communities they serve. ❖

Notes:

[1]Nicholas Gueguen, "Allegheny Township Office in Critical Condition after Cardiac Arrest," WJAC, October 2017, http://wjactv.com/news/local/allegheny-township-officer-in-critical-condition-after-cardiac-arrest.

[2]National Law Enforcement Officers Memorial Fund and Office of Community Oriented Policing Services, "Line of Duty Deaths by Call Type," fact sheet, http://www.nleomf.org/assets/pdfs/officer-safety/cops-facts/Fact-Sheet-Call-Type.pdf.

[3]*The 9/11 Commission Report: Final Report of the National Commission on Terrorist Attacks Upon the United States*, Executive Summary, 2004, 20, https://www.npr.org/documents/2004/9-11/911reportexec.pdf.

[4]David Morgan, "Two Arrested in Killing of Tenn. Trooper," CBS News, January 7, 2007.

[5]Teddy Kulmala, "'Not Film Directors': Richland Deputies Testing Gun-Activated Body Cameras," *The State*, August 9, 2017.

Ehrin Ehlert began his law enforcement career in 1997 with Tennessee State Parks and later joined the Tennessee Highway Patrol. In 2013, while still with the Highway Patrol, he was appointed as the First Responder Network Authority Single Point of Contact for Tennessee. Ehlert joined the First Responder Network Authority in 2016. He is responsible for consultation and public safety advocacy in the FEMA Region 4 states of Kentucky, North Carolina, South Carolina, and Tennessee and remains a commissioned police officer, training new officers and assisting with policy and technology issues.

Insights on Officer Safety from Officer-Involved Shooting and Near Miss Incidents

By Amber Askey, Senior Research Associate; Brett Cowell, Project Associate; and Jim Burch, Vice President, Strategic Initiatives, Police Foundation; and Darrel Stephens, Executive Director (Ret.), Major Cities Chiefs Association

Officer safety efforts, including those to reduce and prevent line-of-duty deaths, are continually of critical importance to the field, officers, and public safety. Two groundbreaking initiatives spearheaded by the Police Foundation (PF)—the Officer-Involved Shooting (OIS) Data Collection Initiative, a joint project with the Major Cities Chiefs Association (MCCA), and the Law Enforcement Officer (LEO) Near Miss safety initiative—are designed to collect local- and national-level data that can provide insights on how to improve officer safety and reduce line-of-duty deaths and injuries, among other areas of interest.

About the Initiatives

The Officer-Involved Shooting (OIS) Data Collection Initiative

The Police Foundation and MCCA are in the second year of an innovative partnership to construct a national officer-involved shooting (OIS) database. Recognizing that the ability to examine OIS incidents across agencies is limited, the OIS Data Collection Initiative seeks to understand OIS trends, their causes, and their correlates to assist law enforcement in maintaining situational awareness of OIS incidents locally and regionally while also enhancing training to improve officer safety and mitigate the factors that lead to an OIS. The ultimate goal of the initiative is to obtain standardized U.S.-wide data on OIS incidents.

With the support of 56 participating agencies, the Police Foundation has been able to collect detailed information on more than 1,200 OIS incidents. Unlike other OIS data collection efforts—such as those maintained by media outlets such as the *Washington Post* and the *Guardian*—this database is not restricted to fatal encounters; instead, the database includes all instances that involve the use of deadly force.[1] Another distinguishing feature is the level of detail in the data set. The OIS survey instrument includes 47 questions focusing on the incident, the officer who fired, the subject whom the officer fired at, and the location where the incident occurred. The unprecedented depth and breadth of information within this data set creates an opportunity to analyze these encounters in a way that will promote officer safety and, hopefully, prevent OIS incidents from occurring.

With funds from the Bureau of Justice Assistance and the Arnold Foundation, the Police Foundation has identified several OIS topics for in-depth analysis to inform law enforcement practices and training. The goal is to identify and recommend evidence-based preventive measures, including assignments, tactics, and strategies that can be incorporated into everyday practice and training to improve safety and reduce OIS incidents.

The Law Enforcement Officer (LEO) Near Miss Initiative

The Police Foundation is also spearheading the Law Enforcement Officer (LEO) Near Miss initiative, in partnership with other organizations, including the IACP.[2] LEO Near Miss is a reporting system that allows law enforcement personnel to read about and anonymously share close calls or near misses. The goal of this initiative is to enhance officer safety and wellness and improve risk management practices by identifying and sharing best practices

and lessons learned from situations in which an officer was *almost* seriously injured or killed, potentially saving the lives of other officers who find themselves in similar situations and preventing more of these situations from occurring.

The concept behind the LEO Near Miss system is to provide a voluntary and anonymous reporting system, similar to the systems used in the aviation, health care, and fire and EMS industries, that collects data on all incidents that occur during law enforcement duties—to include patrol, response, and training activities—which either resulted or almost resulted in injury or death to an officer. The no-cost, Internet-based reporting system is designed to serve as an agency reporting tool, while also offering individual officers the ability to report near miss incidents. Each submission collects detailed information about the incident, which can be analyzed and used to identify significant risk factors to and deficiencies in officer safety; this information and the lessons learned can then be disseminated to the law enforcement community to enhance training, policy, and equipment to improve officer safety. Submitting a near miss report takes just 5 to 10 minutes and can be done on any computer or through the free LEO Near Miss smartphone application, available on Android and iOS devices.

Near Miss Partners

LEO NEAR MISS
LESSONS LEARNED BECOME LESSONS APPLIED

As of March 2018, the LEO Near Miss system contained 69 near miss reports that cover a range of situations, including traffic stops, foot pursuits, warrant service, ambush situations, training accidents, and accidental exposures.

What Do These Data Sets Tell Us?

Through the OIS data collection and LEO Near Miss initiatives, a few key findings have provided valuable insights about officer safety.[3]

Overall, officer injuries are rare in OIS incidents within the data set. Across all officers who fired their weapons, either on or off duty, about 7 percent were injured by the subject during the incident. An additional 3 percent were injured incidentally—as a result of falling, for instance—or were injured by another officer. While officer injuries were relatively infrequent events, injuries were more frequent when officers were not aware that the subject was armed prior to arrival at the scene or in OIS incidents resulting from a traffic stop.

Officer Safety Starts When the Call Is Received

Data collected through the OIS and Near Miss initiatives support the position that information collected by call takers and then provided by dispatchers to responding officers can enhance the safety of responding officers.

Armed person–related calls for service were common in the OIS database. Of the 168 officers who responded to these types of calls

and ultimately fired their weapons, only 3 of the officers (2 percent) were injured by the subject. An additional 78 armed person–OIS incidents were officer-initiated. Among those officers, 3 of them (4 percent) were injured. Officers are slightly less likely to be injured by the subject when responding to these types of calls compared to OIS encounters more broadly.

This finding indicates that information from dispatch plays an important role in improving officer safety. When officers are aware that a person on the scene may be armed with a weapon, they are better prepared to take the necessary precautions, such as maintaining cover, to protect themselves upon arriving at the scene. When officers encountered an armed subject, they were *less* likely to be injured in that incident when dispatch provided information that there may be an armed subject at the scene. When officers were dispatched to a call for an armed person, officer injuries resulted 2 percent of the time; officer injuries resulted 6 percent of the time for all other call types. This latter finding suggests that information provided by dispatch can heighten the officer's awareness concerning the presence of armed subjects at the scene, which may help the officer avoid injury.[4]

The LEO Near Miss data set similarly supports the finding that officers who encounter armed subjects without knowledge that the subjects may be armed are more likely to be injured than those who are aware the subjects are armed. Of the near miss incidents reviewed, 30 involved officers encountering armed subjects. In 30 percent of these incidents, the officers knew the subjects might be armed, and no officers were injured. However, in 60 percent of encounters with armed subjects, officers did *not* know the subjects might be armed, and 22 percent of these situations resulted in officer injuries or fatalities. (The other 10 percent of near miss incidents involving armed subjects were ambush situations; thus, the officers didn't have prior knowledge of the subjects.)

Together, the OIS and LEO Near Miss data highlight the importance of providing officers with as much information as possible when dispatched to a call, particularly when the incident may involve an armed subject. Call takers and dispatchers, therefore, should be advised to obtain and relay as much information as possible to responding officers. There is a fine balance between the need to provide officers with as much information as possible with the need for efficiency so call takers are available for the next call; thus, it is important that call takers and dispatchers communicate with each other efficiently so that call information can be properly and immediately relayed to the responding officers. The need for protocols, standards, and training are of paramount importance, including ensuring call takers are aware of what questions to ask to increase officer safety (see sidebar). Furthermore, the data underscore the importance of officers remaining alert and vigilant on even apparently routine stops or calls for service.

Traffic Stop Risks

Traffic stops are a common topic in officer safety discussions. Although traffic stops were less common than armed person and robbery calls in the OIS data set, these incidents appear to be *more* likely to result in officer injuries compared to other incident types. Among the 82 officers who used deadly force during a traffic stop, 9 of them (11 percent) were injured by the subject.

Traffic stops are also commonly reported in the LEO Near Miss data set. A preliminary analysis of the near miss data set in January 2017 revealed that traffic stops were the most frequent type of call officers were engaged in when they experienced a near miss (n=11).

Officers and expert reviewers identified four contributing factors for traffic stop near misses:

1. Officer's decision-making
2. Subjects' possession of a weapon
3. Low visibility
4. Proximity to the roadway[5]

In 66 percent of reported near misses during traffic stops, officers encountered a subject armed with a concealed handgun, and 75 percent of these officers reported these stops to be "routine" at the onset of the stop. Considering stops and other calls as "routine" can lead to complacency, a common factor noted in the near miss data. Agency training and other efforts to fight complacency are important and always necessary.

Use of Less-Lethal Force and Effect on Officer Injury Rates

Although all of the cases reported in the OIS database involved the use of deadly force, many officers reported using less-lethal tactics—such as takedown techniques, conducted energy weapons (CEW), or batons—prior to firing their weapon. It is understood that incidents can escalate over time and that deadly force might not be justified at the onset of every incident. Many of the incidents that involved the use of less-lethal force involved a subject who attempted to assault the officer. In some of these cases, the subject attempted to gain possession of the officer's weapon. While deadly force might not have been justified before the attempted assault or the attempt to disarm the officer, it likely was justified after the incident escalated to a point where the officer's life or the lives of others nearby were threatened.

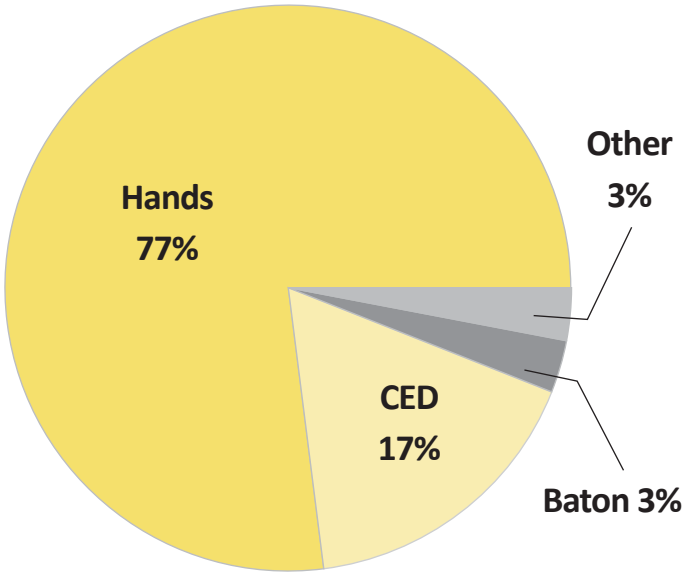
An analysis of the OIS data suggests officers are at a higher risk of injury when they use less-lethal force prior to the use of deadly force, particularly in those situations where officers attempt to use personal weapons and techniques versus less-lethal devices that are deployed from a greater distance. Of the 212 officers who reported using some type of less-lethal force prior to firing their weapons, 30 of them (14 percent) were injured by the subject. Alternatively, there were 353 officers who did not use less-lethal force prior to firing; among those officers, only 25 (7 percent) were injured. In fact, 77 percent of the 30 officers who used less-lethal force and were injured by the subject used their hands to physically restrain the subject using arm or wrist locks, to execute takedown techniques, to strike the subject, to search, or to attempt to handcuff the subject. Only 17 percent used a CED, while just 6 percent used a baton or other tactics.

Distance is clearly a significant factor in risk of injury. The OIS data set has consistently demonstrated that the distance between the officer and the subject is a statistically significant variable explaining officer injuries. Increasing distance from the subject provides an officer with more time to react, take cover, and protect him- or herself in a dangerous situation.

Five questions all call takers should ask to increase officer safety:

1. Is the person armed?
2. Does the person have access to firearms?
3. Are you aware if this person is emotionally disturbed?
4. Has the subject resisted or assaulted officers in the past?
5. Is there a previous history that responding officers need to be aware of?

Figure 1: Type of Less-Lethal Force Used by Officers Who Were Injured by the Subject



As agencies consider both enforcement and engagement strategies that call for officers to engage subjects through street contacts and other means, the risks associated with distance and the availability of less-lethal devices should be taken into consideration in both training and procedures. Officer safety can likely be improved by providing officers with less-lethal tools that can effectively be used to gain compliance or subdue a combative suspect before having to go "hands-on" for arrest.

Conclusion

Every day, law enforcement officers put their lives on the line to serve and protect their communities, and too many make the ultimate sacrifice. In 2017, 129 officers died in the line of duty, and, based on trends from prior years, tens of thousands more were feloniously assaulted.[6] More needs to be and can be done to protect officers. It is the profession's responsibility to ensure that the necessary training is provided and the appropriate policies are in place to protect these fine men and women. To accomplish this, law enforcement must embrace initiatives aimed at national-level data collection, as they are critically important to the development of evidence-based policies and practices to improve officer safety. Nonpunitive near miss reporting—supported by the President's Task Force on 21st Century Policing—has significantly improved safety in other high-risk industries, and it can do the same in law enforcement if it is systematically valued and encouraged.[7] Similarly, participation in research on OIS incidents can produce invaluable insights that can make officers safer in such encounters. If these efforts can ensure that even one more officer makes it home safely to his or her family at the end of the shift, then law enforcement has a duty and an obligation to act. ❖

Acknowledgements

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If you are interested in participating in the Officer-Involved Shooting Data Collection Initiative or LEO Near Miss, please email the Police Foundation at **info@policefoundation.org**.

Notes:

[1]"Policing Shootings Database," *Washington Post*, https://www.washingtonpost.com/graphics/national/police-shootings-2017; "The Counted," *Guardian*, https://www.theguardian.com/us-news/series/counted-us-police-killings.

[2]For more information, visit LEO Near Miss, https://www.LEOnearmiss.org.

[3]These data, dependent on human subjects and IRB requirements, are scheduled to be available for scholarly access through the Open Science Framework in December 2018. See https://osf.io.

[4]Of calls for an armed person, 75 percent involved a subject armed with a firearm or knife. Other types of weapons involved blunt objects.

[5]All reports submitted to LEO Near Miss undergo a two-stage review process by a cadre of current and former law enforcement officers, each with at least 10 years of law enforcement experience, to verify the authenticity of the report, remove identifying information, and identify important takeaways and lessons learned for improving officer safety.

[6]As reported by the National Law Enforcement Officers Memorial Fund (www.nleomf.org) as of March 28, 2018. Data obtained from the FBI's 2015 and 2016 *LEOKA* are available at https://ucr.fbi.gov/leoka.

[7]President's Task Force on 21st Century Policing, *Final Report of the President's Task Force on 21st Century Policing* (Washington, DC: Office of Community Oriented Policing Services, 2015).

PRODUCT FEATURE:

WHEN IT COMES TO FLEET MANAGEMENT, LITTLE THINGS MAKE A BIG DIFFERENCE

By Scott Harris, Freelance Writer

For police vehicles, wear and tear is part of the job. Regardless of make or model, police vehicles must meet the high expectations and demands of an officer's activities on a day-to-day basis. To meet the specific needs of the job, law enforcement agencies require specialized craftsmanship and vehicles, large and small. Nonetheless, fleet management is a key area of potential savings for law enforcement agencies. Small changes can save fuel, labor, and money without negatively impacting performance or police work.

According to 2015 statistics from the U.S. Department of Energy (DOE), police vehicles use an average of 1,423 gallons of fuel each year—nearly three times the average of an ordinary civilian car.[1]

High-speed travel and extended idling time are two of the more common culprits of high fuel usage.

Improved Efficiency for Idling Vehicles

As illustrated by DOE data, a typical police cruiser idles for 60 percent of the time during a normal shift and uses 21 percent of its total fuel while parked.[2]

Idling time is not wasted time, especially as police cruisers have become much more than mere transportation. Officers typically need to keep the car running in order to utilize video equipment, on-board computers, radar and radio hardware, and lights.

However, a simple new software solution can help these officers work smarter without sacrificing productivity. In fact, this software can seamlessly reduce fuel usage by up to 20 percent while a vehicle is idling.

The Derive Automotive Platform, developed by San Mateo, California-based Derive Systems, is an example of what is known as "telematics software." A small piece of hardware is inserted into a vehicle's on-board diagnostics II port (OBD-II port), and the software automatically displays desired vehicle data on a smartphone associated with the vehicle's user. The software can be used

Emergency Vehicles, Inc. (EVI) manufactures specialty vehicles for law enforcement, including emergency service units (top) and command units (bottom).

in several ways, including restricting speed or requiring the operator of a vehicle to fasten his or her seat belt in order for the vehicle to start—or to make changes that reduce fuel usage without requiring the driver to do anything.

During an idling period, Derive's software can automatically reduce vehicle RPMs to a predetermined level, keeping the car running while streamlining the fuel usage.

"You find the mission specifics of your fleet and then find ways to optimize your vehicles," said Tom Kanewske, Derive's vice president of business development. "Underneath the hood, most law enforcement vehicles are the same as what you'd find at a car lot. This gives an extra advantage. There are good reasons why law enforcement [cruisers] spend a lot of time idling. This helps bring them savings, and cops can't even tell that anything is different."[3]

Users of the technology can tailor the idling profile based on an area's climactic and topographical characteristics. The hardware is "agnostic," Kanewske said, working on any vehicle with an OBD-II port. Real-time technical support and on-site installations are available if needed. Ultimately, the solution can save hundreds of dollars per year per vehicle, Kanewske said, meaning that agencies could see a full return on their investment in 9 to 18 months.[4]

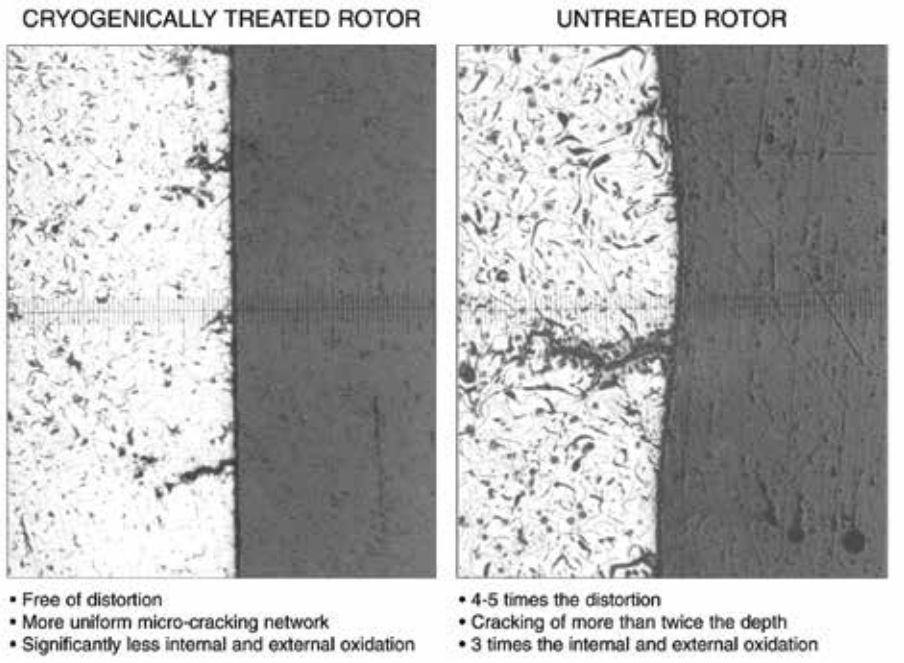
Another telematics solution is offered by Track Star International, a Charlotte, North Carolina, provider of GPS automatic vehicle location applications. One of the company's signature products, Track Star AVLS, provides telematics that, like Derive, originate from a small piece of hardware inserted into an OBD-II port.[5]

Users of Track Star AVLS can customize different capabilities, but possibilities include feedback on fuel usage, engine diagnostics, driver behavior notifications, unlimited historical data retention, and mapping displays.

Hardware Upgrades

The nuts and bolts of a vehicle can make a real difference—literally. Identifying and purchasing the best parts can reduce fleet repairs and boost performance, particularly in the case of law enforcement vehicles, which endure more than their share of wear and tear.

Many manufacturers understand that reality, and at Diversified Cryogenics, based in Burnsville, Minnesota, engineers use a proprietary process to produce top-quality brake rotors designed to withstand the grueling punishment that law enforcement fleet vehicles endure.



A side-by-side comparison showing amounts of distortion, cracking, and oxidation in a Frozen Rotor (left) versus a standard rotor (right).

Frozen Rotors undergo a 60-hour cryogenic freezing process that inhibits internal oxidation, which in turn improves tensile strength, longevity, and overall resistance to degradation. Performance is optimized, with Frozen Rotors imparting a more consistent braking process that can improve safety.

"Once it goes through the freezing process, it's more resistant to fatigue and wear," said Mark Link, Diversified Cryogenics president. "The rotors last longer and you're saving money."[6]

According to Link, average brake rotors tend to last between 7,000 and 23,000 miles. Frozen Rotors can last between 14,000 miles into the low-40,000s. Frozen Rotors are as much as 20 percent more expensive than another high-quality rotor but can save up to $400 per year per vehicle or more.[7]

Other hardware upgrades apply to the interior of the vehicle. One of the industry leaders in in-car video recording systems is Pro-Vision, a Byron Center, Michigan, manufacturer. Specially trained installers can travel anywhere in the United States to personally install any Pro-Vision system for agencies. Once installed, the 1080p HD video system provides 360-degree views and is protected by a five-year warranty.[8]

When It's Time to Go Big

Specialty vehicles such as SWAT transportation, mobile command units, or bomb/EOD units usually represent a major expenditure for agencies. Although specific costs can vary based on size, purpose, and options, specialty vehicles can easily cost hundreds of thousands of dollars.

The good news is that strategies exist to increase these vehicles' affordability. Federal grants are available through the U.S. Department of Homeland Security; the U.S. Department of Justice; and, potentially, various sources at the state level. In some situations, multiple departments and agencies also can collaborate and pool resources to jointly invest in these vehicles.

Upkeep and maintenance can also be a hidden and ongoing expense for such massive vehicles. For this reason, an effective warranty—and solid craftsmanship from the beginning—can keep an investment from becoming a liability. This assurance is what users can expect from Emergency Vehicles, Inc. (EVI), a Lake Park, Florida, manufacturer of specialty vehicles for law enforcement.

"We build our own body from the ground up. That differentiates us," said Michael Cox, EVI's vice president of sales. "We're not a converter." EVI also adds a lifetime warranty to each vehicle, which covers the body of the vehicle, outside of paint, hardware, and var-ious accessories. In addition, there is a 10-year, 100,000-mile warranty on the electrical system and related apparatus installed by EVI.[9]

There is also a commitment to customer service. The entire process begins when an EVI representative personally visits an agency to discern specific needs and capabilities. Size and functionality vary widely, as

Diversified Cyrogenics' Frozen Rotors undergo a 60-hour cryogenic freezing process to improve strength, longevity, and resistance to degradation.

do considerations like the ultimate vehicle operator and the level of certification that driver will need. "We literally build our vehicles inch by inch," Cox said. "Our customer service isn't trying to sell anything. We get great feedback on the strength of our vehicles, but the best part is when we sit down to work with them."[10]

According to Cox, EVI's most popular vehicles are the bomb or EOD (explosive ordnance disposal) unit, for which they are seeing a "constant demand."[11] However, vehicles can also be created to serve multiple functions. For example, the front of a vehicle could be a mobile command or communications area, with the back serving as a tactical hub.

Regardless of a law enforcement agency's need and budget, the options for increasing, improving, or upgrading its fleet are expansive, including specialized vehicles, customizable options, and innovative software and hardware.❖

Notes:

[1]U.S. Department of Energy, "Average Annual Fuel Use of Major Vehicle Categories," https://www.afdc.energy.gov/data/10308.

[2]U.S. Department of Energy, "Idling Reduction for Emergency and Other Service Vehicles," https://www.afdc.energy.gov/uploads/publication/idling_emergency-service_vehicles.pdf.

[3]Tom Kanewske (vice president, business development, Derive Systems), telephone interview, March 9, 2018.

[4]Kanewske, interview.

[5]Track Star International, www.trackstar.com.

[6]Mark Link (president, Diversified Cryogenics), telephone interview, March 12, 2018.

[7]Link, interview.

[8]Pro-Vision, www.provisionusa.com

[9]Michael Cox (vice president, sales, Emergency Vehicles, Inc.), telephone interview, March 9, 2018.

[10]Cox, interview.

[11]Cox, interview.

PRODUCT FEATURE:

FLEET MANAGEMENT PROVIDERS

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

911 Circuits
Derive Systems
Emergency Vehicles, Inc.
End-X Systems
Frozen Rotors - DCI
Harbor Guard Boats, Inc.
Life Safety Systems, Inc.
Matthews Specialty Vehicles
Mobile Concepts Specialty Vehicles
Pro-Visions Systems
Sirchie Vehicles
T3 Motion, Inc.
Track Star International, Inc.

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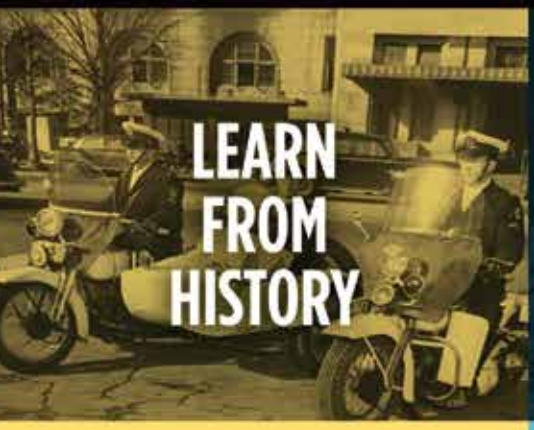

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8 Embassy Suites by Hilton Orlando International Drive/I-Drive 360	$204
9 Extended Stay America Convention Center – Universal Blvd	$95*
10 Fairfield Inn & Suites at SeaWorld	$154
11 Fairfield Inn & Suites Orlando International Drive Convention Center	$154
12 Hampton Inn by Hilton Orlando Convention Center	$139
13 Hilton Garden Inn Orlando at SeaWorld	$149
14 Hilton Grand Vacations at SeaWorld	$129
15 Hilton Orlando	$269
16 Homewood Suites by Hilton Orlando Convention Center	$179
17 Hyatt Place Orlando – Convention Center	$159
18 Hyatt Regency Orlando	$269
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IACP THROUGH THE YEARS

1983

Women Police and Stress

By Carol Ann Martin

In celebration of IACP's 125th anniversary, each 2018 issue of Police Chief *includes a republished article from the magazine's history, which dates back to 1934. The following article is from the March 1983* Police Chief.

Police chiefs from around the country often ask me various questions about women police. These questions often include: Why would any woman in her right mind choose a career in law enforcement? Why not nursing, teaching, secretarial work, or other traditional female occupations? Do female police become dissatisfied or disillusioned? Do women police experience as much stress as male officers? Can women handle stress as well as men?

My interest in female officers and stress started approximately seven years ago. Originally, the study started as research in career development but eventually spread out to include the area of women police and stress. I conducted a national study of police departments with a city population of 25,000 and above that employed fulltime, sworn female officers. I sent questionnaires to 320 departments and received responses from 297 departments—about 94 percent. Eighty-five percent of the women were white, 11 percent black, 2 percent Indian, and 2 percent other races. Since this original study started in 1975, I have talked with hundreds of women police from throughout the United States, Canada, and Europe on women police, stress, and career development.

I was interested in several factors, one of which was why did women choose a career in law enforcement. The three reasons listed most important for women choosing law enforcement as a profession were:

1. A desire to help and protect others.
2. A field offering opportunities for women, other than traditional opportunities.
3. A lifelong ambition to become a police officer.

Women feel they are making strides in police work, but there are many gains to be made. Ninety-three percent stated that law enforcement was a life-time career for them, and less than one percent said police work was a temporary career. Women officers felt that it takes a certain type of individual for police work, whether the individual is male or female.

What are some of the stressful problems women police encounter? Women feel that they should be hired because they are competent and can make correct decisions under pressure, not just to fill a quota. Women felt cheated when an underqualified woman was hired for the job, and the hard-working women felt, by the department hiring undesirables, that the "good women" were put under added pressure and stress. Women officers felt that one "rotten female apple" completing the job poorly can make all women officers look bad in the eyes of male officers and administrators.

Women officers feel that they have to compensate constantly to impress male administrators. Women often overachieve to impress their male counterparts.

Most of the studies on stress have focused exclusively on male officers. In my research, I have found that women officers have not only the same stressors as male officers but also some additional stressors men don't experience. For example, all officers are frequently frustrated with the courts, media, negative public attitudes, police department red tape, lack of administrative support, and danger. All officers are bothered by the fear of danger, boredom, and the psychological and physical dangers of stress to some degree.

Police work is extremely dangerous emotionally; and because of the added stress we are seeing both male and female officers fall by the wayside with ulcers, on-set diabetes, high blood pressure, heart disease, nervous breakdowns and divorce. Ninety percent of the women police officers I talked with agree that police work is a stressful field and that a woman has to be an extremely secure individual to stand up under all the pressure.

Women police are disillusioned and feel they have not received the respect from male officers that they deserve. Women were concerned about the high turnover rate among women police which many felt was brought about by the discrimination of male officers, unfairness in male and female promotional opportunities, and the stress in proving "a woman is as good as a man on the job." Many women felt that they had to impersonate "Wonder Woman" to be accepted and make the grade.

Women officers felt that they were frequently the recipient of antiwomen comments and rumors. Male officers frequently commented that the "police department didn't really want women." Wexler in her study reports that "women have reported spending eight hours in a squad car with men who refused to talk to them."

Stress comes also from becoming one of the "boys," drinking with the men in order to be accepted, "acting macho," or laughing at off-color jokes.

Women felt that they are much better in handling potentially defusing situations, such as family fights and quarrels than male officers. Women have proven that they have excellent communication skills which can be extremely helpful in police-citizen encounters where there may be potential violence. Quite often if the male officer is of the John Wayne-type he will provoke a fight or violence, instead of calming down the situation. If a female officer is properly trained, there is no reason why she cannot handle a potentially violent situation, even where physical violence occurs.

Oftentimes the negative attitudes of male officers became apparent when women were not allowed to drive squad cars, when women officers did not receive a prompt back-up in an emergency situation or, better yet, no back-up at all. Oftentimes women felt they were given assignments nobody else wanted and only because they were women.

Although police work has its negative side, women are making strides in the field. Women have proven themselves effective workers in many aspects of law enforcement and are slowly being promoted into administrative positions.

Women felt (93 percent) that additional job training in psychology, better self-defense training, assertiveness training, and stress management would prove extremely beneficial. Women must be trained to succeed in supervisory positions not only to act as role models for female subordinates but also to demonstrate to the public that successful law enforcement is not a result of "macho power" but a product of excellence in the women and men who serve the public.

Female officers will not be effective in all areas, just as male officers will not be effective in all areas. Whether an officer is effective or not we must remember that an officer—male or female—is a human being, with human limitations. None of us is perfect. Police officers must learn to work together as a team, for women are here to stay.

I have mentioned some of the problems of stress and women police for review. Now, what do we do about the problems? One of the first things we can do is recognize that stress is a real problem. Many law enforcement personnel fail to acknowledge that stress is, in fact, a problem. Most police are not receptive to stress control techniques and counseling. Another helpful hint for women police is to live each day to the fullest. Worry as little as possible. Take time to enjoy life, and do something special for yourself every week. Try to think rationally about your problems. Do not become overly emotional. (This goes for both men and women.) Try not to take your work problems home with you or out on your kids or mate.

Don't become a junk food junkie and stay away from "greasy spoons." It's far better to carry several pieces of fresh fruit to nibble on throughout the day than to eat junk food on the run. Try to eat slowly and not to gulp down food even though this may be a difficult accomplishment in police work. Remember your mind and reflexes will only function as well as you feed your body. To minimize the physical effects of stress, I recommend a balanced diet with plenty of fresh fruits and vegetables.

Vitamins may be useful for officers, or "stress tabs," if you don't eat properly. Women need additional vitamins and minerals (such as calcium and potassium).

Stay away from an overconsumption of sweets, baked-goods, sodas, caffeine, tea, and alcohol. I have frequently seen police officers drink as much as 20 to 30 cups of coffee a day to help their nerves. In reality, the coffee only made them more nervous. Set aside a period of time every day for relaxation and exercise. Bio feedback techniques, hypnosis relaxation techniques, and breathing relaxation techniques may be helpful. Make exercise a part of your daily schedule. Work out in a gym. Take long walks, go swimming, jog with your police dog, get involved. Don't just watch sports on television. Aerobics are great and can help your mind and body in many ways. For further relaxation, take a hot bath before you go to bed or sit in a whirlpool or hot tub. Give yourself a massage or, better yet, have someone else give you one. A hot glass of milk before going to bed may help you relax.

How many male and female police officers do you know that are physically unfit? Many police officers I see haven't exercised since leaving the police academy.

Set realistic goals for your life. Accept those things that can't be changed. Try to keep a positive mental attitude, even though at times this may be extremely

difficult. Police are the world's greatest cynics. Try to think positive about things and reduce the negativism in your life. Manage your time wisely.

Have someone to talk problems out with whether it be a friend, counselor, minister, or police psychologist. Get the problems out in the open.

Try to accept the fact that with some men in police work their negative attitudes against women in police work will never change. Some men will never fully accept women in the police profession, security, or business, because: (1) men don't feel women should work at all and need to be "barefoot, pregnant, and in the kitchen;" (2) men may be fearful women will do a better job than them, and may feel threatened; and (3) some men have a "macho image" or inferiority complex or feel they should always be in control because they are men.

If a male superior feels threatened by a competent woman, he can create obstacles that neither government regulations nor common sense can overcome. Often such fear is subconscious. Sometimes promoting women to management levels within police departments is merely cosmetic. Departments may wish to only prove to the government or company president that they made the effort.

The pressure of being first adds an extra burden to newly arrived women. "If I were a male, I could probably make at least one small mistake without ruining my career, but as a woman I know there's no room for even one mistake." A recent study found that top management generally accepted a certain male failure rate as a matter of course, but regarded female failure as an argument against future promotion. Really what women are fighting for is the right to be just as mediocre as men have been.

Try to encourage your superiors to provide equal or better training for all personnel, not just women.

Get involved in helping others less fortunate than yourself. This will also help you feel more fortunate about your problems in life. A good opportunity would be in helping young people interested in a career in law enforcement, such as with Law Enforcement Explorers.

What can administrators do to alleviate stress for officers? Administrators can begin by recognizing that there is such a thing as stress for both male and female officers. Administrators can encourage officers to discuss their problems with a police psychologist, counselor, friend, or themselves. Keep the problem confidential. Don't tell the whole department about another officer's problems. Recognize that we are all human beings and, therefore, all make mistakes.

- Conduct stress workshops in your department.
- Accept officers as equals whether they are male or female, or from another minority group. Don't show preference to just white male officers. If you cannot accept male or female minority officers, recognize that you have a problem.
- Encourage officers to get sufficient physical exercise. Encourage officers to get help when needed. For example, a police commissioner from a large police department asked me how to handle an alcoholic woman police officer. My reply was "How would you handle this situation if you were dealing with a male officer?" The commissioner said he would refer the individual for group counseling or to an Alcoholics Anonymous group. Deal with a female officer as you would a male officer in trouble and no differently.
- Hire only those women that are truly qualified. Don't hire women that are not qualified merely to hire tokens.
- Promote women if they are qualified and do a good job. Don't pass over a qualified woman for promotion and put a less qualified man in her place because he's a man.
- Don't expect women to possess superhuman strength, knowing every answer to every problem. You wouldn't expect all male officers to be this brilliant either.
- Learn to work together as a team. Encourage and praise the officers underneath you when they do a good job, whether they are male or female. Everyone likes to know that they have done a good job. If you use this approach, an officer may walk that extra mile for you. We are all in this field together, regardless of whether we are male or female, to serve the public. ❖

IACP Through the Years article reprints reflect the eras in which they were first published and should not be construed as necessarily reflecting the IACP's current view or stance on topics.

Coming next month:

"The Evolution of the Computer Hacker's Motives" by Matthias A. Joyce and Shawn Barrett, taken from the February 1999 edition of *Police Chief*.

WLI WOMEN'S LEADERSHIP INSTITUTE

IACP's Women's Leadership Institute (WLI) addresses the unique challenges and opportunities women face and helps them to succeed as they rise through leadership positions in public safety organizations. The course is open to men and women in sworn and non-sworn positions.

Women's Leadership Institute participants will:

- Further leadership skills and prepare for advanced leadership positions.
- Understand internal and external stakeholders and the impact of their individual differences.
- Learn the value of and how to have crucial conversations.
- Create a strategic career plan.
- Meet and learn from others to bring proven practices and strategies back to their organizations.
- Increase their professional network.

CURRENT OPPORTUNITIES

NASHVILLE, TENNESSEE, 2018

August 12-17

OTTAWA, ONTARIO, CANADA, 2018

September 16-21

CHANDLER, ARIZONA, 2018

October 21-26

COST

$1,380. This includes course materials and select meals.

Early registration discounts available.

FOR MORE INFORMATION:

125 Years 1893 - 2018

IACP International Association of Chiefs of Police

WLITeam@theIACP.org • theIACP.org/WLI

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IACP
International Association of Chiefs of Police

125 Years
1893 - 2018

Participate in the **2018**

MEMBER•TO•MEMBER DRIVE!

Runs February 1 to June 30, 2018

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- PARTICIPATE
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BRING IN NEW MEMBERS AND WIN PRIZES!

You know the value of IACP membership. Share the benefits with others by encouraging them to join as new members.

In honor of **IACP's 125th Anniversary** — Every member is encouraged to recommend new members to join and be rewarded for your efforts.

Membership in the IACP is open to EVERYONE involved in criminal justice – both sworn and civilian.

Recommend one new member and receive an official **IACP gift***.

Recommend 5 new members and receive a free registration to the **2018 IACP Annual Conference and Exposition**, October 6 - 9, 2018, in Orlando, Florida, USA. (a $425 value!)

THE IACP

Serving the Leaders of Today and Developing the Leaders of Tomorrow®

2018 MEMBER-TO-MEMBER DRIVE RULES AND INFORMATION:

1. In order to qualify for prizes, new members must use the 2018 Member-to-Member Membership Drive application. Photocopies are acceptable.
2. Applications must be received at IACP Headquarters by the **close of business June 30, 2018**.
3. Renewing members do not qualify for this drive.
4. Prizes are non-transferable.
5. Members will be sent/notified of all prizes and incentives following the conclusion of the drive.
6. *The first 250 members to sponsor a new member in the drive will receive the official IACP gift. The item sent will be at the discretion of the IACP.

IACP Member-To-Member Drive Application

International Association of Chiefs of Police
P.O. Box 62564
Baltimore, MD 21264-2564, USA
PHONE 1.800.THE IACP • 703.836.6767 • FAX 703.836.4543
theIACP.org

DO NOT USE

Name:_____ _____ _____ (*Please Print*)
First Middle Initial Last

Title/Rank: _____

Agency/Business Name: _____

Business Address:_____

City, State, Zip, Country:_____

Residence Address: _____

City, State, Zip, Country:_____

Business Phone:_____ Fax:_____

Send mail to my ❑ Business ❑ Residence Address

E-mail: _____

Website: _____

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

Date of Birth: (MM/DD/Year) _____/_____/_____ I am a sworn officer. ❑ Yes ❑ No

Number of sworn officers in your agency (*if applicable*) ❑ a. 1–5 ❑ b. 6–15 ❑ c. 16–25
❑ d. 26–49 ❑ e. 50–99 ❑ f. 100–249 ❑ g. 250–499 ❑ h. 500–999 ❑ i. 1000+

Approximate pop. served (*if applicable*) ❑ a. under 2,500 ❑ b. 2,500–9,999 ❑ c. 10,000–49,999
❑ d. 50,000–99,999 ❑ e. 100,000–249,999 ❑ f. 250,000–499,999 ❑ g. 500,000 +

Education (*Highest Degree*):_____

Date elected or appointed to present position: _____

Law enforcement experience (*with approx. dates*): _____

_____

❑ I am recommended for membership by: _____

Amount to be charged _____ (*U.S. dollars only* – Membership includes subscription to *Police Chief* magazine *valued at $30.*)

I have enclosed: ❑ Purchase order ❑ Personal check/money order ❑ Agency check
Charge to: ❑ MasterCard ❑ VISA ❑ American Express ❑ Discover

Cardholder's Name: _____

Card #:_____ Exp. Date: _____/_____

Cardholder's Billing Address: _____

Signature:_____

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

M2M18

Membership Categories

Information on membership categories, benefits, and eligibility can be found on the IACP web site **www.theiacp.org/membership**

❑ Active Member (*sworn command level*) $150

Associate Member:

❑ General $150
❑ Academic $150
❑ Service Provider $250
❑ Sworn Officer—Leader of Tomorrow (*sworn non-command level*) $75
❑ Student—Leader of Tomorrow University name: $30

Optional Section Memberships:

❑ Capitol Police Section $30
❑ Defense Chiefs of Police Section $15
❑ Drug Recognition Expert (DRE) $25
❑ Indian Country Law Enforcement $25
❑ Intl Managers Police Academy & College Training $25
❑ Law Enforcement Information Management (LEIM) $25
❑ Legal Officers $35
❑ Mid-Sized Agencies Section $50
❑ Police Foundations Section $20
❑ Police Physicians $35
❑ Police Psychological Services—initial processing fee $50
❑ Public Information Officers $15
❑ Public Transit Police No Charge
❑ Railroad Police No Charge
❑ Retired Chiefs of Police No Charge
❑ Smaller Department Section $20
❑ S & P Police Alumni Section No Charge
❑ S & P Police Academy Directors No Charge
❑ S & P Police Planning Officers No Charge
❑ University/College Police—Initial Member $50
❑ University/College Police—Additional members $15

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

British Columbia

Vancouver
*Maharaj, Shyrie, Marketing Specialist, Intime Solutions Inc
*Mills, Megan, Research & Policy Analyst, Saanich Police Dept

Ontario

Cambridge
*Black, Kathy, Staff Sergeant, Waterloo Regional Police Service

Ottawa
*Bentenuto, Luciano, Director General Security Services, Courts Administration Service

Windsor
*Lachaine, Denis, Director of Security, Windsor Detroit Bridge Authority

Saskatchewan

Saskatoon
Cooper, Troy, Chief of Police, Saskatoon Police Service

ISRAEL

Beit Shemesh
Chetrit, Shlomi, Superintendent/Commander, Israel Police Heritage Centre
Sorero, Kobi, Commander/Head Regulations & Training, Israel Police National Policy Academy

Jerusalem
Bar-Nathan, Ram, Commander/Head Intl Cooperation, Israel Police
Dvir, Zohar, Major General/Deputy Commissioner, Israel Police Bureau of Commissioner
Levavi, Alon, Major General/Head, Israel Police Operations Dept
Torgeman, Doron, Brigadier General/Commander, Israel Police Kedem Sub-District

Tel Aviv
Fink, Yagel, Commander/Chief Operations Officer, Israel Police Tel Aviv District

KOREA, REPUBLIC OF

Busan
Ra, Sumi, Senior Inspector, Gijang Police Station

KOSOVO

Prishtine
*Ballazhi, Fidane, Sergeant, Kosovo Police
*Terentic, Bobana, Officer, Kosovo Police

NIGERIA

Ibadan
Adebayo, Samuel Oludiran, Deputy Superintendent of Police, Nigeria Police Force
Adekunle, Are Rasheed, Deputy Superintendent of Police, Nigeria Police Force

Igando
*Chiazor, Ifeanyi, Police Officer, Nigeria Police Force

Ikeja
*Adefisan, Aminat Ronke, Police Officer, Nigeria Police Force
*Olawanle, Taiwo Ernest, Legal Practitioner, Falana & Falana Chamber
Oluwafemi, Osundele Israel, Assistant Superintendent of Police, Nigeria Police Force

Lagos
*Adeleye, Oluwafemi, Police Officer, Nigeria Police Force
Ephraim, Ukpong, Chief Superintendent of Police, Nigeria Police Force
*Madubueze, Gloria Ngozika, Chairperson, Police Community Relations Committee
Neji, Helen, Investigator, Nigeria Police Force
Olubunmi, Oyewole Samuel, Assistant Superintendent of Police, Nigeria Police Force

Obalende
*Adeleye, Opeyemi, Inspector of Police, Nigeria Police Force
*Ologun, Rotimi Anthony, Inspector of Police, Nigeria Police Force

TAIWAN

Taipei City
Chen, Jia Chang, Commissioner, Taipei City Police Dept

UNITED STATES

Alabama

Daphne
Smith, David, Lieutenant Patrol Division, Daphne Police Dept

Mobile
Janowski, Mark S, Captain/Chief of Investigations, Alabama Port Authority Police
Jewell, James E, Special Agent in Charge, FBI

Montgomery
Clark, Robert, Chief Special Agent, Alabama Ethics Commission
Mills, Carnell, Assistant Academy Director/Lieutenant, Montgomery Police Dept
*Wood, Laurie, Director of Investigations, Intelligence Project/SPLC

Ozark
Walker, Marlos, Chief of Police, Ozark Police Dept

Trussville
*Ling, Jared, Officer, Argo Police Dept

Alaska

Anchorage
Beasley, Robert, Chief Executive Officer, Bob Beasley Alcoholic Beverage Consulting

Wasilla
*Jacobs, Amanda, Executive Director, Alaska Assn of Chiefs of Police

Arizona

Chandler
Deanda, Melissa, Lieutenant, Chandler Police Dept

Eloy
Jerome, Brian, Lieutenant, Eloy Police Dept

Phoenix
Colvin, Jason, Assistant Special Agent in Charge, FBI

Tucson
*Montoya, Alex, Detective Supervisor, Pima Co Attorney's Office

Winslow
Cano, Ernest E, Lieutenant, Winslow Police Dept

Arkansas

Benton
Baker, Patrick A, Captain, Benton Police Dept
Haworth, Eric J, Captain, Benton Police Dept

Little Rock
Brown, Don, Lieutenant, Little Rock Police Dept

California

Bakersfield
Williamson, Marty, Chief of Police, California State Univ-Bakersfield

Brentwood
Hansen, Thomas E, Chief of Police, Brentwood Police Dept

Commerce
Rose, Brian, Special Agent in Charge, California Dept of Justice

El Cerrito
Caputo, Lauren, Administrative Lieutenant, El Cerrito Police Dept

Eureka
Watson, Stephen M, Chief of Police, Eureka Police Dept

Los Angeles
Pinto, Jonathan, Captain I, Los Angeles Police Dept

Modesto
Gillespie, Brandon, Captain, Modesto Police Dept

Monrovia
*Verna, Daniel, Sergeant, Monrovia Police Dept

Palo Alto
*Moore, Adrienne, Sergeant, Palo Alto Police Dept

Rancho Cucamonga
Montanez, Frank, Chief of Police, Chaffey College Police Dept

Redding
Gillingwater, David S, Chief, California Hwy Patrol

Riverside
*Bowen, Willie, Sergeant, California Hwy Patrol

Sacramento
*Alvarez, Mike C, Lieutenant, California Hwy Patrol

San Bernardino
*Mahan, Michele, Sergeant, San Bernardino Police Dept

San Diego
Charlot, Terence, Assistant Chief of Police, San Diego Police Dept
Connelly, Paul, Assistant Chief of Police, San Diego Police Dept

Santa Ana
*Izadi, Mary, Constitutional Policing Advisor, Orange Co Sheriff's Dept

Santa Barbara
Millard, David C, Lieutenant, Univ of California Santa Barbara Police Dept

Santa Rosa
*Sprague, Marcus, Sergeant, Santa Rosa Police Dept

Seaside
Pridgen, Abdul, Chief of Police, Seaside Police Dept

Ventura
Tennessen, Eric, Captain, Ventura Co Sheriff's Office

Weed
Wilson, Michael L, Chief of Police, Lake Shastina Police Dept

West Covina
Taylor, Marc A, Chief of Police, West Covina Police Dept

Williams
Anderson, Edwin E, Chief of Police, Williams Police Dept

Willits
Warnock, Scott W, Chief of Police, Willits Police Dept

Colorado

Boulder
Lowry, Michael R, Commander, Univ of Colorado Police Dept
*Vekasy, Mary E, Sergeant, Univ of Colorado Police Dept

Denver
*Cockrum, Jennifer, HR Director, City & County of Denver
Fountain, Marcus, Commander, Denver Police Dept
*Nielsen, Rachel, Student, Univ of Denver

Divide
Mikesell, Jason, Sheriff, Teller Co Sheriff's Office

Greeley
Jones, Mark, Captain, Greeley Police Dept

Greenwood Village
Varney, Dustin, Chief of Police, Greenwood Village Police Dept

Kiowa
Swofford, Samuel D, Chief of Police, Kiowa Police Dept

Loveland
Hurr, Benjamin D, Lieutenant, Loveland Police Dept
Newbanks, Brent S, Lieutenant, Loveland Police Dept

Mount Crested Butte
Stepanek, Nate, Chief of Police, Mount Crested Butte Police Dept

Vail
Kenney, Ryan, Commander, Vail Police Dept

Connecticut

Darien
Anderson, Donald B, Captain, Darien Police Dept

East Haven
Murgo, Joseph M, Lieutenant, East Haven Police Dept

Meriden
*Comstock, Donald, Trooper First Class, Connecticut State Police

New London
*Langill, Erin, Special Agent, US Coast Guard Investigative Service

Storrs
Vargas-Silver, Magdalena, Deputy Chief of Police, Univ of Connecticut Police Dept

Delaware

Delaware City
Baylor, David, Chief of Police, Delaware City Police Dept

Lewes
Spell, Thomas R, Chief of Police, Lewes Police Dept

District of Columbia

Washington
Adams, John, Assistant Director, FBI
*Ball, Kim, Director, American Univ Justice Programs Office
Bean, W L Scott, Acting Executive Assistant Director, FBI
*Berns, Peter, Chief Executive Officer, The Arc
*Braden, Myesha, Director Criminal Justice Project Lawyers, Committee for Civil Rights Under Law
*Citrin Ray, Genevieve, Senior Policy Advisor, American Univ Justice Programs Office
*Ibrahimi, Remzije, Program Assistant, US Dept of Justice ICITAP
Kable, Charles, Assistant Director, FBI
*Masen, Kory, Racial & Economic Justice Policy Advocate, National Center for Transgender Equality
*McClellen, Stephanie, Crime Analysis Program Manager, US Coast Guard Investigative Service
*Singh, Sim, National Advocacy Manager, The Sikh Coalition
*Tobin, Harper Jean, Director of Policy, National Center for Transgender Equality

Florida

Clermont
Graczyk, John, Captain, Clermont Police Dept

Green Cove Springs
Guzman, Elvis, Lieutenant, Green Cove Springs Police Dept

Miami
*Brown, Darren, Sergeant, Miami Police Dept
Rodriguez, Michelle, Supervisory Border Patrol Officer, US Customs & Border Protection

New Port Richey
*Moore, Lindsay, Attorney, Pasco Co Sheriff's Office

North Port
*Jernigan, Roger, Investigator, The RWJ Group LLC
Jernigan, Pamela K, Commander, North Port Police Dept

Orlando
*Freeman, Scott T, Detective Sergeant, Univ of Central Florida Police Dept

Port St Lucie
Swanchak, Michael R, Lieutenant, Port St Lucie Police Dept

Sanford
Conway, Mark, Chief of Staff, Seminole Co Sheriff's Office
Purcell, Dan, Chief of Law Enforcement, Seminole Co Sheriff's Office
Tomeo, Lou, Undersheriff, Seminole Co Sheriff's Office

Tallahassee
*Bedard, Roy R, Student, Florida State Univ
Foy, Thomas J, Assistant Commissioner, Florida Dept of Law Enforcement

West Palm Beach
Spierto, Vincent, Lieutenant, Palm Beach Co Sheriff's Office

Georgia

Atlanta
Guerrucci, Paul, Chief/Director of Public Safety, Georgia World Congress Center Authority
Peralta, Arthur, Special Agent in Charge, ATF/Justice

Brunswick
*Talbert, Resden, Sergeant, Glynn Co Police Dept

Canton
Baker, Jay, Lieutenant, Cherokee Co School District Police

Carrollton
Cole, Jeremy, Captain, Carrollton Police Dept
Davenport, Stephen, Sergeant/Training Officer, Carrollton Police Dept

Chamblee
Quinlan, Brian, Administrative Division Commander, Chamblee Police Dept

Conyers
Holmes, Dale A, Assistant Chief of Police, Rockdale Co Sheriff's Office

Cuthbert
Heath, Tywon, Chief of Police, Cuthbert Police Dept

Hazlehurst
Williams, Ken, Chief of Police, Hazlehurst Police Dept

Marietta
Adcock, Jeff, Major, Cobb Co Police Dept

Powder Springs
*Arndt, Justin L, Community Affairs Officer, Powder Springs Police Dept
Cadwell, Phillip L, Lieutenant Operations, Powder Springs Police Dept
Prosser, Buford D, Major, Powder Springs Police Dept

White
Hunter, Joseph D, Chief of Police, White Police Dept

Idaho

Idaho City
Otter, Mark D, Chief of Police, Idaho City Police Dept

Post Falls
Knight, Patrick M, Chief of Police, Post Falls Police Dept

Twin Falls
Carter, Tom, Sheriff, Twin Falls Co Sheriff's Office

Illinois

Channahon
Casey, Shane P, Chief of Police, Channahon Police Dept

Chicago
Nee, Joanne, Deputy Chief of Police, Univ of Chicago Police Dept

East Dundee
Governale, Michael L, Lieutenant, East Dundee Police Dept

Heyworth
Geriets, Michael L, Chief of Police, Heyworth Police Dept

Lincolnshire
*Cooper, Alex, Government Practice Leader, Zebra Technologies Corp

Lombard
Velazquez, Cynthia, Deputy Chief of Police, Lombard Police Dept

Mason City
Anderson, Adam D, Chief of Police, Mason City Police Dept

Moline
Johnson, Brian D, Captain, Moline Police Dept

Shannon
Groharing, Robert D, Chief of Police, Shannon Police Dept

Springfield
Irby, Roby, Investigator, Illinois Secretary of State Police

West Dundee
Gorski, Anthony M, Lieutenant, West Dundee Police Dept

West Frankfort
Talluto, Shawn J, Deputy Chief of Police, West Frankfort Police Dept

Wood River
Wells, Bradley, Chief of Police, Wood River Police Dept

Indiana

Franklin
Hoeing, James S, Deputy Chief of Police, Franklin Police Dept

Gary
Allen, Richard, Chief of Police, Gary Police Dept

Indianapolis
*Pearsey, Robert P, Sergeant, Indianapolis Metropolitan Police Dept

Mount Vernon
Alldredge, Tony, Chief of Police, Mount Vernon Police Dept

West Lafayette
*Parker-Healy, Rachel, Student, Purdue Univ Global

Iowa

Cedar Rapids
*Carrigan, Stacey, Student, Kaplan Univ

Kansas

Great Bend
Bailey, David L, Chief of Police, Great Bend Police Dept

Liberal
Mulanax, Dennis, Chief of Police, Liberal Police Dept

Overland Park
*Blevins, Eric, Assistant City Attorney, City of Overland Park

Kentucky

Louisville
Ball, Josh, Acting Chief of Police, Louisville Airport Authority

Louisiana

Carencro
Anderson, David, Chief of Police, Carencro Police Dept

Doyline
Hayden, Robert W, Chief of Police, Doyline Police Dept

Gonzales
*Carpenter, Duane, Police Officer, Gonzales Police Dept

Plaquemine
Stassi, Brett M, Sheriff, Iberville Parish Sheriff's Office

Shreveport
Walker, Eddie, Chief of Police, Centenary College Police Dept

Maine

Yarmouth
*Gallant, Daniel A, Sergeant, Yarmouth Police Dept

Maryland

Baltimore
Caruso, Christopher, Special Agent in Charge, US Secret Service

Bladensburg
Stone, Tracy D, Chief of Police, Bladensburg Police Dept

Edmonston
Sullivan, George W, Deputy Chief of Police, Edmonston Police Dept

Greenbelt
Lauer, Robert R, Lieutenant, Greenbelt Police Dept

Hyattsville
Awad, Amal, Captain, Hyattsville Police Dept

Pasadena
*Duncan, Justin, Corporal, Anne Arundel Co Police Dept

Seat Pleasant
Ploof, Robert, Lieutenant, Seat Pleasant Police Dept

Silver Spring
*Hoellerer, Joseph, Manager Government Relations, Security Industry Assn

Massachusetts

Boston
Nee, Kelly A, Chief of Police, Boston Univ Police Dept

Dedham
Buckley, Michael, Deputy Chief of Police, Dedham Police Dept

Granville
Rindels, Richard D, Lieutenant, Granville Police Dept

Millbury
Lewos, Brian S, Lieutenant, Millbury Police Dept

Newton
Shea, Robert, Deputy Chief of Police, Lasell Mount Ida Police Dept

Oak Bluffs
*Morse, James, Detective/Prosecutor, Oak Bluffs Police Dept

Scituate
*Billings, Taylor, Police Officer, Scituate Police Dept

South Egremont
Josephson, Erik H, Chief of Police, Egremont Police Dept

Michigan

Allen Park
Egan, Christopher S, Lieutenant, Allen Park Police Dept
Seymour, Kevin, Commander, Canadian Pacific Railway Police
Soden, James R, Lieutenant, Allen Park Police Dept

Ann Arbor
*Arents, Emily, Director Administrative Operations, Washtenaw Co Sheriff's Office
*Woods, Sherry, Chief Deputy Emeritus, Washtenaw Co Sheriff's Office

Grant
Wade, Bradley R, Chief of Police, Grant Police Dept

Kalamazoo
Thomas, Karianne, Chief of Police, Kalamazoo Dept of Public Safety

Kentwood
Roberts, Richard A, Deputy Chief of Police, Kentwood Police Dept

Plymouth
Kudra, Daniel J, Lieutenant, Plymouth Twp Police Dept

Saginaw
Williams, Reginald, Chief of Police, Buena Vista Twp Police Dept

Taylor
Blair, John M, Chief of Police, Taylor Police Dept

Minnesota

Brooklyn Park
Labatt, Steven, Captain, Hennepin Co Sheriff's Office

Mendota Heights
McCarthy, Kelly A, Chief of Police, Mendota Heights Police Dept

St. Paul
*Cangemi, Patricia, Division Counsel, ATF/Justice
Ellison, Jeremy, Commander, St Paul Police Dept

Mississippi

Tunica
Hamp, K C, Sheriff, Tunica Co Sheriff's Dept

Missouri

Claycomo
Griffin, Roy, Assistant Chief of Police, Claycomo Police Dept

Cottleville
James, Steven J, Chief of Police/Colonel, Cottleville Police Dept

Crystal City
Helms, Chad D, Chief of Police, Crystal City Police Dept

Harrisonville
Osterberg, Chris P, Lieutenant, Harrisonville Police Dept

Jefferson City
Olson, Eric T, Assistant Superintendent/Lieutenant Colonel, Missouri State Hwy Patrol
Williams, David, Lieutenant, Jefferson City Police Dept

Kansas City
*Atterbury, Jennifer L, General Counsel, Kansas City Police Dept

Platte Woods
Kerns, James R, Chief of Police, Platte Woods Police Dept

Springfield
*Hoeman, Christopher M, Assistant City Attorney, City of Springfield

Stover
Jackson, Trampus W, Chief of Police, Stover Police Dept

Union
Wild, Trevor J, Deputy Chief/Major, Franklin Co Sheriff's Office

Montana

Havre
Barkus, Jason A, Assistant Chief of Police, Havre Police Dept

Nevada

Las Vegas
Page, Adam, Major, Nevada Hwy Patrol

Pahrump
Wehrly, Sharon, Sheriff, Nye Co Sheriff's Office

Reno
Miller, Oliver, Commander, Reno Police Dept

New Hampshire

Canterbury
Crockwell, Michael F, Lieutenant, Canterbury Police Dept

Hollis
Hoebeke, Joseph, Chief of Police, Hollis Police Dept

Rindge
Anair, Daniel, Chief of Police, Rindge Police Dept

Sanbornton
Hankard, Stephen M, Chief of Police, Sanbornton Police Dept

New Jersey

Bound Brook
Bet, Vito A, Chief of Police, Bound Brook Police Dept

Butler
Moeller, Michael, Lieutenant, Butler Police Dept

Chatham
Colatrella, Ralph M, Chief of Police, Chatham Borough Police Dept

Clifton
Niland, David, Captain, Clifton Police Dept

Cranford
Greco, Ryan, Chief of Police, Cranford Police Dept

Edison
Brosnan, Neil, Chief of Police, Middlesex Co College Police Dept

Haddonfield
Stuessy, Theodore J, Chief of Police, Haddonfield Police Dept

Ho-Ho-Kus
Minchin, Christopher H, Chief of Police, Ho-Ho-Kus Police Dept

Leonia
Rowe, Thomas P, Chief of Police, Leonia Police Dept

Lindenwold
McCarthy, Michael P, Captain, Lindenwold Police Dept

Ridgefield Park
*Jones, Reg, Director Sales and Solutions, Samsung

Saddle River
Cosgriff, Jason S, Captain, Saddle River Police Dept

Spring Lake Heights
Petriken, David E, Chief of Police, Spring Lake Heights Police Dept

Willingboro
Hawkins, Aaron K, Captain, Willingboro Twp Police Dept

New Mexico

Albuquerque
Banez, Rogelio, Deputy Chief of Police, Albuquerque Police Dept

Los Lunas
*Files, Charles, DWI Sergeant/NM State DRE Coordinator, Los Lunas Police Dept

Rio Rancho
*Polisar, Brooklyn J, Officer, Rio Rancho Police Dept

Santa Fe
Aragon, Jose, Major, New Mexico State Police
Vasquez, Robert, Captain, Santa Fe Police Dept

New York

Carmel
Langley, Robert L, Sheriff, Putnam Co Sheriff's Dept

Dryden
*Covert, Mackenzie, Police Officer, Dryden Village Police Dept

East Syracuse
Anton, John J, Chief of Police, DeWitt Police Dept

New York
*Orria, Genica, Special Agent, US Coast Guard Investigative Service

Old Westbury
Pascale, Thomas M, Deputy Chief of Police, SUNY Old Westbury Police Dept

Peekskill
Halmy, Don C, Chief of Police, Peekskill Police Dept

Port Washington
Rice, Thomas R, Police Commissioner, Port Washington Police District

Syracuse
McGork, Derek, Deputy Chief of Police, Syracuse Police Dept

Troy
Keevern, David M, Chief of Police, North Greenbush Police Dept

West Seneca
Boehringer, Michael, Assistant Chief of Police, West Seneca Town Police Dept

White Plains
*Klein, Lance, Member, Keane & Beane PC

North Carolina

Burlington
*Farmer, Brian, Sergeant, Burlington Police Dept

Camden
Meads, Rodney, Sheriff, Camden Co Sheriff's Office

Chapel Hill
*Chambers, Nate, Lieutenant, Chapel Hill Police Dept

Mocksville
Holcomb-Black, Koula, Administrative Major, Mocksville Police Dept

Ohio

Ashland
Risner, Estel W, Sheriff, Ashland Co Sheriff's Office

Ashville
George, Jeffrey A, Chief of Police, Ashville Police Dept

Cincinnati
Owens, Michael S, Lieutenant, Colerain Twp Police Dept
Williams, Kimberly, Captain, Cincinnati Police Dept

Columbus
Schemine, Steven M, Deputy Chief of Police, Columbus State Community College

Dayton
Thompson, Thomas, Chief of Police, Grandview Medical Center Police Dept

Eaton
Hurd, Steven, Chief of Police, Eaton Police Dept

Lodi
Keough, Keith S, Chief of Police, Lodi Police Dept

Logan
Mellinger, Jerry L, Chief of Police, Logan Police Dept

Oregon
*Bliss, Chris, Sergeant, Oregon Police Division
*Tristan, Bradley, Police Officer, Oregon Police Division

Sylvania
Long, Paul A, Chief of Police, Sylvania Twp Police Dept

Waite Hill
*Beaumier, Brian, Lieutenant, Waite Hill Police Dept

West Carrollton
Wessling, David J, Deputy Chief of Police, West Carrollton Police Dept

Yellow Springs
Carlson, Brian P, Chief of Police, Yellow Springs Police Dept

Oklahoma

Blanchard
Beilouny, Joseph A, Deputy Chief of Police, Blanchard Police Dept

Chickasha
Music, Goebel G, Assistant Chief of Police, Chickasha Police Dept

Geary
Harrall, Cecil V, Chief of Police, Geary Police Dept

Norman
Gibson, Todd R, Sheriff, Cleveland Co Sheriff's Dept
Hawkins, Shawn, Captain, Norman Police Dept

Oregon

Grants Pass
Daniel, Dave, Sheriff, Josephine Co Sheriff's Office

Hubbard
Rash, David J, Chief of Police, Hubbard Police Dept

Portland
*Kelly, Mark, Police Officer, Portland Police Bureau
Krantz, Michael, Captain, Portland Police Bureau
*Plaza, Rebeca, Senior Deputy City Attorney, Portland Office of the City Attorney

Pennsylvania

Bethlehem
*Vitriol, Joseph, Postdoctoral Research Associate, Lehigh Univ

Blue Bell
*Hodge, Kelley, Attorney, Elliott Greenleaf PC

Brandywine
Kimes, Jeff C, Lieutenant, West Brandywine Twp Police Dept

Clearfield
McGinnis, Vincent J, Chief of Police, Clearfield Borough Police Dept

Harrisburg
*Asken, Michael J, Psychologist, Pennsylvania State Police

Havertown
Kelly, James J, Lieutenant, Haverford Twp Police Dept

Honesdale
Southerton, Richard G, Chief of Police, Honesdale Borough Police Dept

Lancaster
Leppler, Chris R, Sheriff, Lancaster Co Sheriff's Office
Stebbins, Sonja, Captain, Lancaster Bureau of Police

Pittsburgh
Hudzinski, Shawn A, Lieutenant, Port Authority of Allegheny Co Police

Reading
Marino, Joel, Sergeant, Muhlenberg Twp Police Dept

Slippery Rock
*Edwards, Kerry, Assistant Professor, Slippery Rock Univ

Wyoming
Nederostek, Jonathan G, Captain, Pennsylvania State Police Troop P

Rhode Island

North Providence
Tikoian, David P, Chief of Police, North Providence Police Dept

North Scituate
Sanzi, Timothy G, Major, Rhode Island State Police

South Carolina

Greenville
Brooks, Terence M, Chief of Police, Greenville Technical College Police Dept

Hilton Head
*Baldwin, Donald E, President/CEO, Baldwin Aviation Safety & Compliance

Ware Shoals
Carpenter, Terry Allen, Chief of Police, Ware Shoals Police Dept

West Columbia
Martin, Eddie, Chief of Police, Columbia Metropolitan Airport DPS

South Dakota

Summerset
*Palmer, Brandy N, Patrol Officer, Summerset Police Dept

Tennessee

Nashville
Carroll, Grant A, Lieutenant, Metropolitan Nashville Police Dept

Rossville
Hamric, William D, Chief of Police, Rossville Police Dept

Texas

Arlington
*Bucy, Glen W, Patrol Sergeant, Arlington Police Dept
*Moss, Amanda, Sergeant, Arlington Police Dept
Rollins, Brook, Lieutenant, Arlington Police Dept

Austin
*Cano, Judith, Corporal, Texas Dept of Public Safety
Collins, Chance, Regional Director, Texas Dept of Public Safety

Pesina, Yolanda, Deputy US Marshal, US Marshals Service
Stephens, Eve, Lieutenant, Austin Police Dept

Beaumont
*Hussey, Kevin, Sergeant, Texas Dept of Public Safety

Belton
Cline, Charles, Chief of Police, Morgan's Point Resort Police Dept

Crockett
*Snider, Tamela, Sergeant, Texas Dept of Public Safety

Dallas
Moore, Avery, Deputy Chief of Police, Dallas Police Dept

Del Rio
Valentin, El Katy Alexander, Supervisory Deputy US Marshal, US Marshals Service

Denton
*Hutson, Thomas, Deputy, Denton Co Sheriff's Office
*Johnson, Jeff, Application Support Admin, Denton County

Edinburg
White, David E, Chief of Police, Edinburg Police Dept

El Paso
Arroyo, Sonia, Deputy US Marshal, US Marshals Service
Contreras, Mayra, Deputy US Marshal, US Marshals Service
Silva, Zina, Assistant Chief of Police, El Paso Police Dept

Galveston
Hale, Vernon L, Chief of Police, Galveston Police Dept

Georgetown
Koog, Renee, Lieutenant, Georgetown Police Dept

Harlingen
*Aguilar, Belinda, Communication Manager, Harlingen Police Dept
*Mesa, Monica, Records Manager, Harlingen Police Dept

Houston
Faulhaber, Michael, Captain, Houston Police Dept

Irving
*Baker, Mandy, Lieutenant, Univ of Dallas Police Dept

Jacksonville
Hawkes, Andrew, Chief of Police, Jacksonville Police Dept

Midland
Myers, Cynthia, Deputy US Marshal, US Marshals Service

North Richland Hills
*Christopherson, Sara, Officer, North Richland Hills Police Dept

Odessa
*Herrera, Yuri, Corporal, Odessa Police Dept
*Seago, Diana, Sergeant, Odessa Police Dept

Pasadena
*Bowman, Kelly, Sergeant, Pasadena Police Dept

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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.

Police Officer Greggory Casillas
Pomona Police Department, California
Date of Death: March 9, 2018
Length of Service: 6 months

Deputy Sheriff David Lee'Sean Manning
Edgecombe County Sheriff's Office, North Carolina
Date of Death: March 11, 2018
Length of Service: 4 months

Reserve Officer Christopher Michael Lawton
Zachary Police Department, Louisiana
Date of Death: March 12, 2018
Length of Service: 10 years

Police Officer Scotty Hamilton
Pikeville Police Department, Kentucky
Date of Death: March 13, 2018
Length of Service: 12 years

Deputy Sheriff Ryan Zirkle
Marin County Sheriff's Office, California
Date of Death: March 15, 2018
Length of Service: 2 years, 6 months

Police Officer Andres Laza-Caraballo
Juncos Municipal Police Department, Puerto Rico
Date of Death: March 21, 2018
Length of Service: 10 years

Special Agent Melissa S. Morrow
U.S. Department of Justice – Federal Bureau of Investigation
Date of Death: March 22, 2018
Length of Service: 22 years

Police Officer Phillip Meacham
Hopkinsville Police Department, Kentucky
Date of Death: March 29, 2018
Length of Service: 13 years

Trooper First Class Kevin Miller
Connecticut State Police
Date of Death: March 29, 2018
Length of Service: 19 years

*Neilon, Jennifer, Officer, Pasadena Police Dept

Pecos
Rodriguez, Nora, Deputy US Marshal, US Marshals Service

Portland
*Zavala, Brian, Police Officer, Portland Police Dept

San Antonio
*Alvarado, Shirley D, Detective Investigator, San Antonio Police Dept
*Baron, Tina, Sergeant, San Antonio Police Dept
*Bender, Kelly, Sergeant, San Antonio Police Dept
Bennett, Ronald D, Assistant Chief Deputy, Bexar Co Sheriff's Office
*Bower, Kimberly, Sergeant, San Antonio Police Dept
*Campos, Alyssa, Sergeant, San Antonio Police Dept
Carrillo, Leslie, Lieutenant, San Antonio Police Dept
*Casiano, Shawn, Detective, San Antonio Police Dept
Castro, Corina, Deputy US Marshal, US Marshals Service
*Devilliers, Andrea, Special Agent Canine Handler, ATF/Justice
Falks, Karen, Lieutenant, San Antonio Police Dept
*Fernandez, Elizabeth, Investigator, San Antonio Police Dept
*Frisce, Katherine, Sergeant, San Antonio Police Dept
*Gagnon, Catherine, Detective, San Antonio Police Dept
*Gomez, Bernadette, Corporal, Trinity Univ Police Dept
*Landry, Stephanie, Detective, San Antonio Police Dept
*Monilaw, Norma, Forensic Auditor, ATF/Justice
*Morris, Amy, Detective, San Antonio Police Dept
Quiroga, Jesse, Chief of Police, Edgewood ISD Police Dept
*Ramos, Michelle, Sergeant, San Antonio Police Dept
Salazar, Javier O, Sheriff, Bexar Co Sheriff's Office
*Zuniga, Andrea, Detective, San Antonio Police Dept

Teague
Philpott, Dewayne, Chief of Police, Teague Police Dept

Texas City
*Kelley, Christopher, Patrol Officer, Texas City Police Dept

Waco
Simmons, Vickie, Deputy US Marshal, US Marshals Service

Utah

Centerville
Robison, Zan, Lieutenant, Centerville Police Dept

North Logan
Hawkes, Kim, Chief of Police, North Park Police Dept

Orem
*Johnson, Karalee, Detective, Orem Police Dept

Roy
Hammon, Daniel L, Lieutenant, Roy Police Dept
Smith, Kevin J, Lieutenant, Roy Police Dept

Salt Lake City
McCleve, Douglas B, Director of Law Enforcement, Utah Dept of Natural Resources

Sandy
*Mosher, Stewart, Forensic Consultant, M-Vac Systems Inc

Vermont

Woodstock
Swanson, Joseph, Sergeant, Woodstock Police Dept

Virginia

Chesterfield
Louth, Raymond M, Major, Chesterfield Co Police Dept
*Seyfarth, Julie, Senior Assistant County Attorney, Chesterfield Co

Dulles
*Augeri, Joseph, Program Director, International Law Enforcement Academy

Fort Belvoir
Rousseau, Daniel, Chief of Operations Training & Logistics, US Army Terrorism & Criminal Investigation Unit

Marion
Shuler, Bradford C, Sheriff, Smyth Co Sheriff's Office

Petersburg
*Darrington, James, Detective Corporal, Petersburg Bureau of Police

Quantico
Isenberg, Alice, Acting Assistant Director, FBI

Richmond
Lee, Adam S, Special Agent in Charge, FBI Richmond Field Office

Roanoke
Charles, Eric, Deputy Chief of Police, Roanoke Police Dept

West Springfield
Wehrlen, Andrew, First Lieutenant, Fairfax Co Police Dept

Washington

Joint Base Lewis–McChord
Miller, Robert, Chief of Police, Joint Base Lewis–McChord Police

Kirkland
St Jean, Michel, Captain, Kirkland Police Dept

Quincy
Siebert, Kieth, Chief of Police, Quincy Police Dept

Seattle
Ballingham, John G, Commander Criminal Intelligence & Analysis, Seattle Police Dept
Nollette, Deanna, Captain Violent Crimes, Seattle Police Dept

Sequim
*Kallappa, Rory, Fish & Game Enforcement Manager, Jamestown S'Klallam Tribe

Toppenish
Ruggles, Curtis, Chief of Police, Toppenish Police Dept

Tumwater
Vinje, Eli, Corrections Officer, Washington Dept of Corrections

West Virginia

Charles Town
*Rosario, Ricardo, Student, American Public Univ

Kearneysville
*Boyce, Kevin, Sergeant, Jefferson Co Sheriff's Office

Rivesville
Sides, Donald E, Chief of Police, Rivesville Police Dept

Wheeling
Howard, Thomas J, Sheriff, Ohio Co Sheriff's Office

Wisconsin

Madison
Chapin, Aaron P, Chief of Police, Shorewood Hills Police Dept

Rice Lake
Roux, Steven, Chief of Police, Rice Lake Police Dept

Roberts
McWilliams, Aaron W, Chief of Police, Roberts Police Dept

Wyoming

Evanston
Kirby, Jon, Chief of Police, Evanston Police Dept

Green River
Jarvie, Thomas, Chief of Police, Green River Police Dept

Lovell
Laffin, Daniel S, Chief of Police, Lovell Police Dept

Riverton
Murphy, Eric, Chief of Police, Riverton Police Dept

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

Michael J. Benne, Chief of Police, Platte Woods, Missouri

Jack Fischer, Chief of Police (ret.), Mason City, Illinois

Ira Harris, Chief of Police (ret.), Chicago Housing Authority, Chicago, Illinois (life member)

Paul Leingang, Deputy Chief of Police, Mandan, North Dakota

Chuck Powers, Director Engineering and Tech Policy, Motorola Solutions Inc., Washington, DC

Jeffrey L. Weissgerber, Chief of Police, Beecher, Illinois

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- IACP/Laura and John Arnold Foundation Leadership in Law Enforcement Research Award
- IACP/BodyWorn Leadership in Law Enforcement Volunteer Programs Award
- IACP/3M Leadership in Looking Beyond the License Plate Award
- IACP/Leonardo Leadership in the Prevention of Vehicle Crimes Award
- IACP/Bell Leadership in Police Aviation Award
- IACP J. Stannard Baker Individual Achievement in Highway Safety Award
- IACP Leadership in Law Enforcement/Military Cooperation Award
- IACP Leadership in Crime Prevention Award
- IACP Leadership in Transnational Crime Award
- IACP August Vollmer Leadership in Forensic Science Award
- IACP Chief David Cameron Leadership in Environmental Crimes Award
- IACP Leadership in Public Information Management Award
- IACP Leadership in Victim Services Award
- IACP Leadership in Human and Civil Rights Award
- IACP Leadership in the Field of Police and Public Safety Psychology Award

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Product update

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

Foam all-terrain tire and powertrain

GeoOrbital offers the GeoOrbital wheel, which outputs 650W of power (750W peak) and fits any police bike, turning it into an e-bike in seconds. The tire is filled with a specially developed high-density foam, resulting in a tire that will never get a flat or need tire pressure checks or maintenance. By adding an additional powertrain to the front of the bicycle and retaining the pedals, it becomes all-wheel drive, noticeably improving stability in reduced traction environments. With a top no-pedaling speed of 20 miles per hour, personnel can respond to a call faster than on a manual bicycle and won't be winded when they arrive, increasing officer safety.

For more information, visit www.geoo.com/pages/public_safety.

Forensic assay workstation

Hamilton Robotics introduces the ID NIMBUS assay-ready workstation, specifically preconfigured and qualified to automate post-PCR sample processing using the well-known ForenSeq DNA Signature Prep Kit from Verogen. Forensic laboratories of any size, and especially those considering the implementation of NGS technologies into forensic casework, can now efficiently prepare NGS libraries from up to 96 DNA samples extracted from even the most challenging forensic evidence while maintaining a high degree of sample integrity for confidence in results. In addition to increasing throughput, the automated system also avoids repetitive strain and fatigue for users and frees analysts to refocus their time on data interpretation and other activities.

For more information, visit www.hamiltoncompany.com/robotics.

Rugged mobile devices

Sonim Technologies is bringing two new ultra-rugged mobile devices—the XP8 and XP5s—to first responders on FirstNet, the communications platform dedicated to U.S. public safety. The XP8 and XP5s come with a three-year warranty and include the SCOUT Enterprise Xperience. They also include Sonim's SecureAudio Connector, allowing workers to securely attach mission-critical audio accessories that are powered by the handset, and they come with built-in Band 14 access. Band 14 is a special spectrum licensed by the First Responder Network Authority that will be used to further build out FirstNet. This gives first responders access to even more coverage and capacity on the FirstNet platform.

For more information, visit www.sonimtech.com or www.firstnet.com/devices.

Compact rifle

MasterPiece Arms (MPA) is pleased to introduce the MPA Micro Urban Tactical (MUT) 308BA Rifle. This purpose-driven rifle was designed to be used when an ultra-compact platform with a minimal stored footprint is required. The MPA Light Weight Chassis System is machined on MPA's CNC Horizontal Machining Centers to exacting tolerances from 6061 aluminum. The v-bedding system provides additional clearance for glass bedding action and straight section of the barrel. The chassis also includes a built-in inclinometer, thumb notch, and lower mounted Picatinny rail and is spigot mount ready. A sling stud can replace the Picatinny rail if the customer desires.

For more information, visit https://masterpiecearms.com.

Less-lethal adjustable style stock

Adaptive Tactical, LLC, has released its new Orange Less Lethal EX Performance forend and adjustable style stock compatible with Mossberg 500, 88, and 590 series 12-gauge pump shotguns. The highly visible bright orange easily marks the shotgun for use in less-lethal law enforcement applications, while the adjustable stock feature is ideal for compact storage in vehicles. It also provides a better fit for all officer sizes. It features a two-inch Picatinny rail hidden under the nose cap. Once uncovered, it allows for the attachment of tactical accessories, such as lasers and lights. It is made in the United States and designed for easy installation.

For more information, visit www.adaptivetactical.com.

Nonviolent communication training

The Center for Nonviolent Communication (CNVC) is offering a 9-day immersion experience (October 12–21, 2018, in Port Aransas, Texas): International Intensive Training, which will help attendees develop skills in listening, empathy, conflict resolution, and communication, as well as increase officers' capacity for self-care by learning to pause and employ self-connection techniques when in challenging situations. Participants will create restorative, decision-making, and governing systems. The course is led by CNVC-certified trainers, who will address conflict and trauma using nonviolent communication. The aim is to give leaders the ability to use their power in ways that serve and create connection instead of disconnection.

For more information, visit www.houstonnvc.org.

Multipurpose lights

Code 3, Inc., a leading manufacturer and developer of light and sound emergency products announced the launch of the multipurpose M180 Triple Stack. The M180 Triple Stack combines the functionality of a warning light and the utility of a worklight into a compact, bright package perfect for mounting on bumpers, on aftermarket push bumpers, and on the sides of any emergency vehicle. Utilizing three rows of lighting, the M180 Triple Stack produces a bright, off-angle 180-degree warning light that can be easily switched over to be used as an alley light, intersection light, or work light. It is available in single color and multicolor models. Each model is 3.4 inches high, 5.1 inches in width, and 1.4 inches in depth.

For more information, visit www.code3esg.com.

Powdered substance personal protection kits

DQE developed the Sentry Shield line of personal protective kits for law enforcement and first responders to protect them from substances that could contain fentanyl, carfentanil, or other powerful opioids. The kits are configured based on the recommendations of the National Institutes of Occupational Safety & Health (NIOSH) and the U.S. Drug Enforcement Administration (DEA). These personal protection kits range in coverage based on the severity of exposure levels responders may encounter. In all situations, employers must identify hazards to which their workers might be exposed and provide appropriate personal protective equipment to protect them.

For more information, visit www.dqeready.com/sentryshield.

Handcrafted custom leather holster for tactical flashlight

Now available is a one-of-a-kind, custom leather holster designed specifically to carry the Pelican 7600 tactical flashlight and traffic wand. This holster is handcrafted by USA-based Stallion Leather Company, specifically for PoliceEquipmentDealer.com. Constructed from sturdy, top-grain leather, this custom covered holster has a loop attachment on the back that slides securely onto a duty belt and is available in three finishes: basket weave, plain leather, and high gloss. The standard configuration is black with a nickel snap fastener. More color and fastener options are available. The holster is available individually or as part of a package with a choice of holster finish, the Pelican 7600 tactical flashlight, and a translucent white, slide-on traffic wand.

For more information, visit www.policeequipmentdealer.com.

Got NIBRS? Finding Efficiencies and Funding to Support Your Agency's Transition

By Karen Lissy, RTI International, National Crime Statistics Exchange Team, and Erica Smith, Bureau of Justice Statistics

Many, if not all, law enforcement leaders are aware that the FBI is retiring the Summary Reporting System (SRS) of the Uniform Crime Reporting (UCR) Program soon. On January 1, 2021, the National Incident-Based Reporting System (NIBRS) will be the crime data standard for the United States. This transition to NIBRS-only crime reporting will create exciting new local, regional, state, and national crime reporting and analysis opportunities that have not been possible under the SRS. For an example of this type of analysis opportunity, see the Research in Brief in this issue of *Police Chief* entitled "Leveraging NIBRS to Better Understand Sexual Violence" (pages 16–18). Currently, just over 40 percent of law enforcement agencies across the United States report NIBRS data to the FBI, with new agencies transitioning to NIBRS each month.[1]

Law enforcement executives already know the many benefits of collecting incident-based data, which are used day in, day out to make tactical and operational decisions. There are additional—and critical—benefits of making the data NIBRS compliant. Agencies that have transitioned to NIBRS have experienced reduced labor costs because the business rules required for NIBRS compliance result in higher quality, more accurate data and a streamlined validation process.[2] Multiple agencies within a given region providing NIBRS-compliant data also facilitates expanded information sharing, where law enforcement can be confident they are comparing or combining equivalent information across jurisdictions. In addition, reporting data to NIBRS improves transparency by providing additional details about crime in the community. More accurate and reliable data reported in greater detail across a growing number of police jurisdictions can have a lasting and positive impact on improving community trust in the police. In sum, NIBRS is a necessary catalyst for a robust data-driven policing model that promotes best practices not only in law enforcement management and operations, but also in how agencies communicate with their constituents and stakeholders about crime and safety.

Agencies might recognize that they need to make the switch to NIBRS—but not know where to start the transition process. A good starting point is to consult the *Law Enforcement Agency IBR Playbook*.[3] This document was produced by the National Crime Statistics Exchange (NCS-X) initiative—a collaboration between the Bureau of Justice Statistics, the FBI, and many other partners, including the IACP—to help agencies report to NIBRS.[4] The playbook describes the steps that an agency should take to become NIBRS-compliant and considerations that might affect the transition. In addition, NCS-X has established guidance on how to estimate the overall costs of the transition.[5] Not surprisingly, many of the changes required for NIBRS reporting cost money; however, there are a number of options that an agency might consider to offset some of its NIBRS transition costs.

- First, the switch to NIBRS might be free! Agencies should check the language of their current contract with their records management system (RMS) service provider. They might need only to point to the ongoing maintenance agreement to get the technical changes made to support this switch. Agencies will likely still need to train officers or records staff to use the new data fields and input the information required for NIBRS compliance, but the technical costs will already be covered.
- If an agency is eligible for support through the NCS-X initiative, federal funding might be available to cover many of the technical costs of the agency's transition.[6] Funding opportunities through NCS-X are expected to end by December 2018, though, so agencies that qualify should be sure to take advantage of this funding stream as soon as possible.
- If an agency is in a state that has a mandate encouraging or requiring a transition to NIBRS, the state may also have some funding available to assist with the switch. To learn more, agencies should contact their State UCR Program.[7]
- Federal funds may be available—either directly to agencies or through a State Administering Agency (SAA)—through the Edward Byrne Memorial Justice Assistance Grant (JAG) Program.[8]

JAG funds can be used for criminal justice information systems. For more information about JAG funds in a particular state, consult the SAA.[9]

In addition to locating available funding to support an agency's transition to NIBRS, the cost burden can potentially be reduced by building efficiencies of scale. One approach that is becoming more common is for neighboring agencies to create or join a consortium and use a shared RMS. In a consortium, agencies have more purchasing power to finance a robust RMS than a solitary agency does, and participating agencies often establish a governance structure whereby each of the participating agencies can weigh in before technical upgrades or changes are implemented. It can be a more efficient and cost-effective solution for crime incident data management and reporting, especially for small agencies. Examples of successful RMS consortia include the Regional Justice Information Network (RegJIN) in Portland, Oregon, and the Automated Regional Justice Information System (ARJIS) in San Diego, California.[10] RegJIN went live in 2015 and includes 43 agencies across five counties in Oregon and Washington; ARJIS allows more than 80 agencies to share and access a variety of criminal justice data in southern California.

Another option is a shared RMS solution. The main difference between a shared RMS and a consortium is that the agency that owns the RMS is generally responsible for maintaining and upgrading the system as needed. A prime example of a shared RMS is the Computer-Assisted Report Entry (CARE) RMS developed by the St. Louis County, Missouri, Police Department. (See sidebar.)

Finally, agencies can minimize their NIBRS-related costs by closely monitoring their RMS contract language. At the outset, an agency should make sure that a contract with the RMS service provider stipulates that the agency will be supported "through FBI or State UCR Program reporting certification," since testing for that process can sometimes be lengthy and might increase an agency's costs if it's not specifically identified in the contract. Also, be sure that the routine and expected maintenance outlined in the contract specifies that the RMS service provider will cover upgrades or changes resulting from State UCR Program or FBI changes to the NIBRS data collection specifications. Additional guidance on working with service providers on a NIBRS transition, including specific language to cite and questions to ask, is available in a pair of documents, *NIBRS: Acquiring Incident-Based Reporting (IBR) Software and Services: Key Topics for Law Enforcement to Consider* and *NIBRS: Acquiring Incident-Based Reporting (IBR) Software and Services: Model Statement of Work*, that were produced by the NCS-X initiative and are available on the IACP's website.[11]

Law enforcement really can produce high-quality, accurate, and detailed crime information that supports the operational, tactical, and reporting needs of an agency without crippling the agency's budget or forgoing other priorities. NIBRS is the current gold standard for law enforcement crime reporting in the United States. The benefits of NIBRS do far outweigh its burdens, especially for agencies that capitalize on the resources, funding, and creative implementation options available to make this important transition. ❖

A Shared-Data Solution: St. Louis County Police Department (Missouri)

St. Louis County Police Department developed their own records management system (RMS) and report entry system called Computer-Assisted Report Entry (CARE). In addition to St. Louis County Police Department, more than 50 other law enforcement agencies in the St. Louis metro area use CARE as their RMS. Along with records management functionality, CARE also includes a mobile data terminal module, heads-up display (HUD) mapping, and analytical features to promote information sharing and crime analysis. Using federal grant funds awarded via the National Crime Statistics Exchange (NCS-X) initiative, St. Louis County Police Department's IT developers are currently upgrading CARE to be NIBRS compliant as part of the state of Missouri's NIBRS transition. Once updated, all 50+ current agencies using CARE will be NIBRS reporters. CARE is also being offered as a low-cost, web-based RMS option for other agencies in Missouri who are planning to transition to NIBRS.

Notes:

[1]Calculated from the most recent FBI data (February 2018). Currently, 42 percent of agencies report NIBRS data, whereas 58 percent currently report SRS data.

[2]See, for example, Chet Epperson, "Transitioning to the National Incident-Based Reporting System (NIBRS): Law Enforcement Agency Benefits for 21st Century Policing" (PowerPoint presentation, 17 slides), April 2018, https://rti.connectsolutions.com/nibrs-epperson; *NIBRS Transition Case Study: Montgomery County Police Department, Gaithersburg, Maryland*, May 2017, http://www.theiacp.org/Portals/0/documents/pdfs/LEIM/Case%20Study%20MCPD%205-18-17%20FINAL%20V6.pdf; *NIBRS Transition Study: Fort Worth Police Department, Fort Worth, Texas*, January 2018, http://www.theiacp.org/portals/0/documents/pdfs/NCSX/FortWorthTransitionSummary_Jan-2018.pdf.

[3]NCS-X Implementation Team, *Law Enforcement Agency IBR Playbook*, June 2017, http://www.theiacp.org/Portals/0/documents/pdfs/NCSX/Local%20Agency%20Playbook_FINAL.pdf.

[4]Other partners in the NCS-X initiative include RTI International, SEARCH, the IJIS Institute, Police Executive Research Forum, and Association of State UCR Programs.

[5]Erica L. Smith, "Estimating Costs for Transition to the National Incident-Based Reporting System (NIBRS): Guidance for Local Law Enforcement Agencies" (PowerPoint presentation, 24 slides), https://www.bjs.gov/content/pub/pdf/Local%20Agency%20-%20Estimating%20Cost%20for%20Transitioning%20%20to%20NIBRS_01232017.pdf.

[6]For additional information about NCS-X and to view the list of NCS-X selected agencies, see https://www.bjs.gov/content/ncsx.cfm. For questions about NCS-X, contact ncsx@rti.org.

[7]Association of State Uniform Crime Reporting Programs, "Membership List," http://asucrp.net/membership-list.

[8]U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance, "Edward Byrne Memorial Justice Assistance Grant Program," https://www.bja.gov/jag.

[9]NCJP, "State Administering Agencies Profile Map," http://www.ncjp.org/state-agencies.

[10]For additional information about RegJIN, see https://www.portlandoregon.gov/police/69664. For additional information about ARJIS, see http://www.arjis.org/SitePages/Home.aspx.

[11]*NIBRS: Acquiring Incident-Based Reporting (IBR) Software and Services: Key Topics for Law Enforcement to Consider*, March 2018, http://www.theiacp.org/portals/0/documents/pdfs/NCSX/NIBRS_Acquiring_IBR_Software_Services_Key_Topics.pdf; *NIBRS: Acquiring Incident-Based Reporting (IBR) Software and Services: Model Statement of Work*, March 2018, http://www.theiacp.org/portals/0/documents/pdfs/NCSX/NIBRS_Acquiring_IBR_Software_Services_Model_SOW.pdf.

Resources and More Information

- "Why Participating in NIBRS Is a Good Choice for Law Enforcement" (September 2014 *Police Chief*)
- "Leveraging NIBRS to Better Understand Sexual Violence" (May 2018 *Police Chief*)
- "NCS-X: Supporting the National Transition to NIBRS" (www.theIACP.org/ncsx)

Distracted Driving: Promising Solutions from the Field

By Mark W. Seifert, Director of Emergency Management, Campus & Public Safety Department, University of Delaware

Distracted driving has emerged as a significant problem that requires significant resources from law enforcement agencies. In fact, in some jurisdictions, distracted driving now exceeds alcohol as a contributing factor in crashes. Law enforcement agencies face the reality that nearly 77 percent of U.S. residents now own a smartphone, and, at any given moment during the daytime, more than 800,000 vehicles in the United States alone are being driven by individuals who are using handheld cellphones.[1]

Many U.S. states have passed primary laws banning texting while driving and all cellphone use by youth under the age of 18 while driving. Some states' laws require distracted driving issues to be included in the state driver's license examination. Currently, 47 U.S. states, the District of Columbia, Puerto Rico, Guam, and the U.S. Virgin Islands have banned text messaging for all drivers, and all but four states have primary enforcement laws.[2]

The National Highway Traffic Safety Administration's (NHTSA's) Road to Zero Fatalities campaign and strategic plan address human factors as the primary causes of crashes, including impaired, distracted, and drowsy driving. NHTSA has emphasized these issues in an education and awareness campaign, and law enforcement leaders are encouraged to review NHTSA's Distraction.gov website for links to best practices and campaigns conducted by law enforcement agencies to address distracted driving.[3]

Innovative Solutions

New York State Police

The New York State Police (NYSP) approach to reducing distracted driving consists of a multipronged strategy emphasizing executive leadership starting with the governor of New York; data analysis; problem identification; public information and education, particularly with programs focused on youths; and enforcement. Several important lessons learned by the NYSP in addressing this traffic safety issue could assist other agencies in replicating their success:

- **Lead with leadership:** Moving the needle on distracted driving requires strategic support at the highest levels, both internally and externally. For example, New York Governor Andrew Cuomo supported NYSP's efforts by designating 91 "Texting Zones" across New York, where motorists can safely pull over to use their mobile phones. Internally, the priorities of the command staff resonate across all levels and departments.
- **Stories sway behaviors:** Victim impact stories can help change driver behavior by highlighting the human cost of distracted driving crashes. The NYSP brings in victims of crashes, including those who have physical disabilities because of a crash, to participate in speaking events about distracted driving.
- **Stealth drives success:** Covert SUVs have a significant tactical advantage over marked patrol cars during distracted driving enforcement due in part to their higher stance relative to other cars, as well as motorists' tendencies to maintain their standard driving habits (including cellphone use) when marked patrol cars are not within sight.[4]

Dalton, Georgia, Police Department

The Dalton Police Department (DPD) zeroed in on the issue of distracted driving in 2014 by focusing on specialized training, targeted education, and concentrated enforcement. Community surveys revealed distracted driving as a top citizen concern, and, during a roadside visual survey, the DPD found that over half of observed drivers were engaged in some type of distracted behavior. Leadership in the DPD selected the month of October to be dubbed "Distractober" and developed correlating Operation Thumbs Up/Distractober campaign initiatives that included problem identification using community surveys, education of officers and citizens, and selective traffic enforcement. The DPD reported a 23.7 percent reduction in distraction-related crashes following these efforts. Other lessons learned included the following:

- **Community input is important:** Citizen surveys can help agencies identify critical traffic safety issues that have drawn the community's attention and concern.
- **Limited campaigns can produce lasting results:** Organized, short-term education and enforcement campaigns can help agencies target specific traffic problems.
- **Enforcement yields education:** Traffic stops are an excellent opportunity to educate drivers on the hazards of distracted driving as well as enforce the law.[5]

Conclusion

As mobile devices become ubiquitous in daily life, distracted driving has the potential to increase, as do the crashes caused by distracted drivers and their often-tragic outcomes. However, law enforcement agencies around the world can curb this safety threat by using strategies such as those employed by the NYSP, the DPD, and many other agencies striving to protect their communities from this dangerous trend.

To learn more about distracted driving initiatives, visit the IACP website at www.theIACP.org/trafficsafety. ❖

Lieutenant Colonel **Mark W. Seifert** is the director of emergency management in the Campus & Public Safety Department at the University of Delaware. Prior to his current position, Lieutenant Colonel Seifert was a Delaware state trooper for 21 years and retired as the deputy superintendent of the Delaware State Police in 2008. He has a BS in Criminal Justice and an MS in Public Administration, as well as an extensive background in emergency management; police operations and administration; and information technology, especially as it relates to law enforcement and 911 functions. He is a graduate of the PERF SMIP curriculum, the Southern Institute of Police, and the Penn State Senior POLEX course. He has served on a variety of advisory boards for the U.S. Department of Justice, the IACP, and PERF.

Notes:

[1]Pawel Pjeko, "17 Mobile Market Statistics You Should Know in 2017," DeviceAtlas, June 1, 2017; National Conference of State Legislatures, "Distracted Driving," July 26, 2017.

[2]Governors Highway Safety Association, "Distracted Driving," 2017, https://www.ghsa.org/state-laws/issues/Distracted-Driving.

[3]National Highway Traffic Safety Administration (NHTSA), "Distracted Driving," https://www.nhtsa.gov/risky-driving/distracted-driving.

[4]New York State Police, "Dialing Against Distractions," *Traffic Safety Innovations 2016* (IACP, 2017).

[5]Dalton, Georgia, Police Department, "A Serious Distraction," *Traffic Safety Innovations 2015* (IACP, 2016).

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IACP Law Enforcement Policy Center: Providing Leading Practices and Sound Guidance

By Sara Dziejma, Project Manager, IACP

The International Association of Chiefs of Police (IACP) Law Enforcement Policy Center (Policy Center) was created through a partnership with the Bureau of Justice Assistance in 1987. The goal of the Policy Center has been and continues to be assisting law enforcement agencies in the critical and difficult task of developing and refining law enforcement policy. For each topic, at least two documents are developed—a Model Policy and a Concepts & Issues Paper. The policy document is best described as "*what* to do," while the paper explains "*why* it should be done." The paper also delves into the topic's relevance and discusses considerations that go beyond the policy. More recently, a third document, a one-page overview, "Need to Know…" has been added to all new model policy topics. The documents are designed to be used by agencies while developing or revising their own policies and procedures, with the Model Policy serving as a template.

The funding and management of the Policy Center was officially assumed by the IACP in 2016, and access to the Policy Center's documents became an exclusive benefit for IACP members and IACP Net subscribers. This time of transition presented an opportunity to consider the existing role and function of the Policy Center. As a result, the Policy Center staff conducted a series of four focus groups across the United States and Canada. The focus groups were designed to provide IACP members and other consumers of Policy Center documents with an opportunity to provide feedback on how law enforcement policies and procedures are drafted in individual agencies and ways the Policy Center can best assist in those efforts. Focus group participants provided valuable information regarding the influence of the Policy Center on policy development on the individual agency level, as well as how the Policy Center could better meet the policy needs of law enforcement.

Following the focus groups, the IACP took the insights and comments from the participants and developed a strategic plan for the Policy Center's operations moving forward. The first step was refining the mission of the Policy Center, which is now "to utilize the reach of the IACP to identify leading practices and provide sound guidance to law enforcement agencies in an effort to assist them in the development of their own policies."[1] Second, to better respond to the stated needs of the membership and to exemplify the core values of the association, the Policy Center operations are now designed to incorporate the expertise of members of its committees, sections, and divisions, in conjunction with the knowledge of other leading professionals in the field of law enforcement, to create documents that will assist IACP members in the pursuit of excellence in the delivery of law enforcement services.

Moving forward, the Policy Center will strive to respond in a nimbler manner to the changing needs of those tasked with developing law enforcement policies and procedures. Recent changes include the following:

- **An updated website, www.theIACP.org/model-policy.** The newly redesigned website allows visitors to navigate to more than 120 topics by name, category, or keyword search. Documents are provided in PDF, Word, and now HTML format, for optimized viewing on mobile devices.
- **Increased involvement of IACP committees, sections, and divisions in the development of all Policy Center documents.** The Policy Center now relies on small, short-term working groups, comprising several members of IACP committees, sections, and divisions with the requisite subject matter expertise. These working groups are tasked with the review and refinement of the content related to a single topic. This is combined with an in-depth review of all Policy Center documents by the standing Policy Center Advisory Group. Through the involvement of numerous professionals with expertise in each topic, the Policy Center can ensure that the documents it produces reflect the most comprehensive, collaborative approach to each topic.
- **An accelerated publication schedule of both new and updated Policy Center documents.** As an example, the Policy Center published updated documents on four new topics in the first three months of 2018—Domestic Violence, Electronic Control Weapons, Employee Drug Policy, and Identity Theft, and additional topics are currently being developed and updated.

These existing changes will be supplemented by additional refinement of Policy Center operations and deliverables. In the future, the Policy Center will expand its offerings to include the development of training materials for those topics that are deemed to be the most critical areas to the law enforcement profession. Additionally, the focus might shift to providing more general guidance on individual policy topics. This shift is intended to make Policy Center documents applicable to more agencies, recognizing both regional and international differences in law enforcement policy and pro-cedures. The Policy Center will also continue to solicit feedback from the field, holding regular focus groups to gauge whether new initiatives are meeting the needs of IACP members.

Building upon the foundation of over 30 years of policy development, the Policy Center will continue to recognize and respond to the changing needs of law enforcement policy makers across the globe. The goal of this updated, revised approach is to ensure the Policy Center remains one of the primary benefits of IACP membership. ❖

Do you have feedback for the Policy Center or an idea for a new topic? Contact us at policycenter@theiacp.org.

NEW AND UPDATED MODEL POLICIES

The IACP Law Enforcement Policy Center is continually developing and updating model policies to help law enforcement policy makers stay on top of emerging issues and keep their agencies' polices up to date. The most recent additions to the Law Enforcement Policy Center include model policies on the following topics:

- Active Shooter
- Electronic Control Weapons
- Domestic Violence
- Identify Theft
- Employee Drug Policy
- Standards of Conduct
- Investigating Sexual Assaults
- Interactions with Individuals with Intellectual and Developmental Disabilities

Note:

[1]"IACP Law Enforcement Policy Center," http://www.theiacp.org/model-policy.

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