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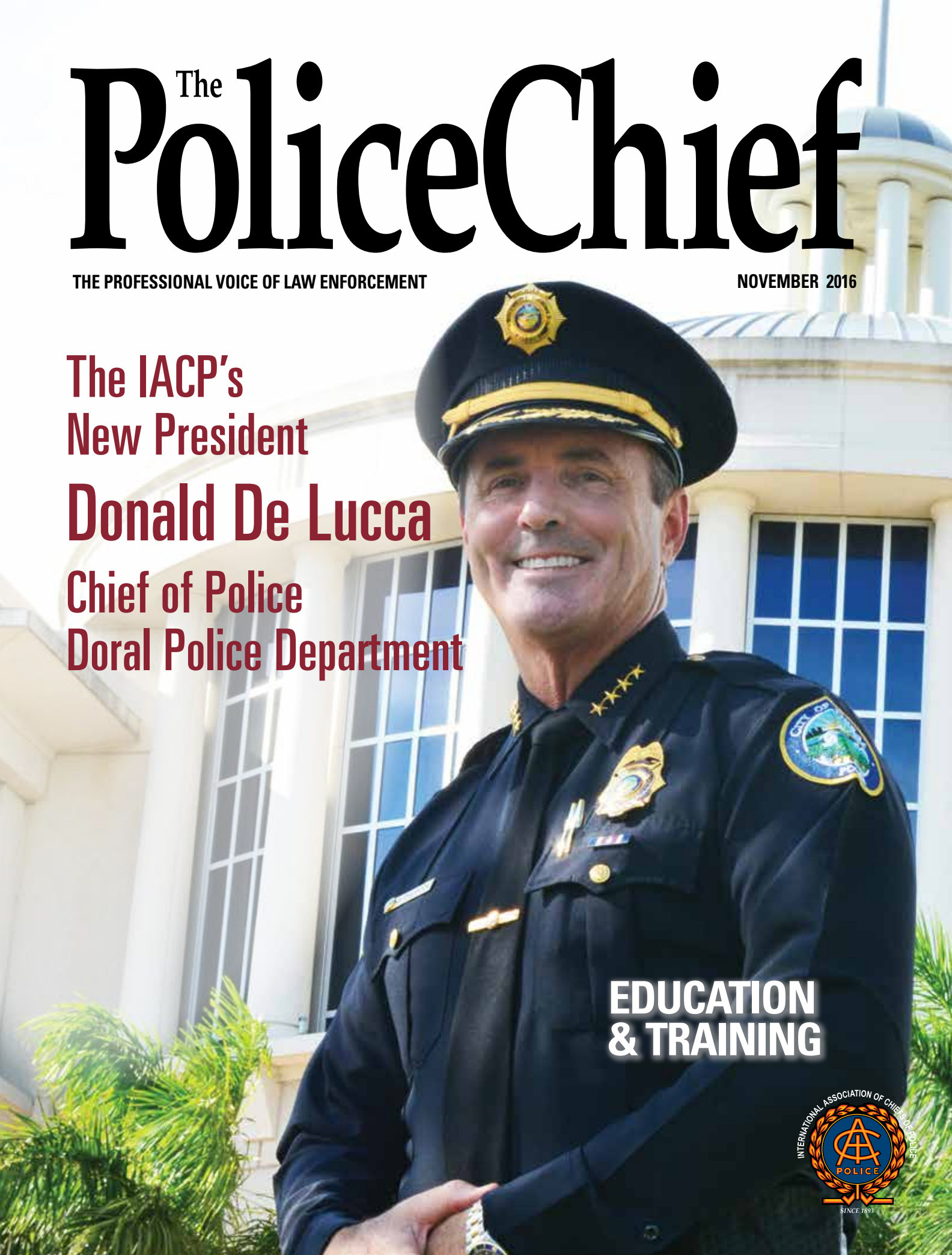
NOVEMBER 2016

# The IACP's New President

# Donald De Lucca

## Chief of Police
## Doral Police Department



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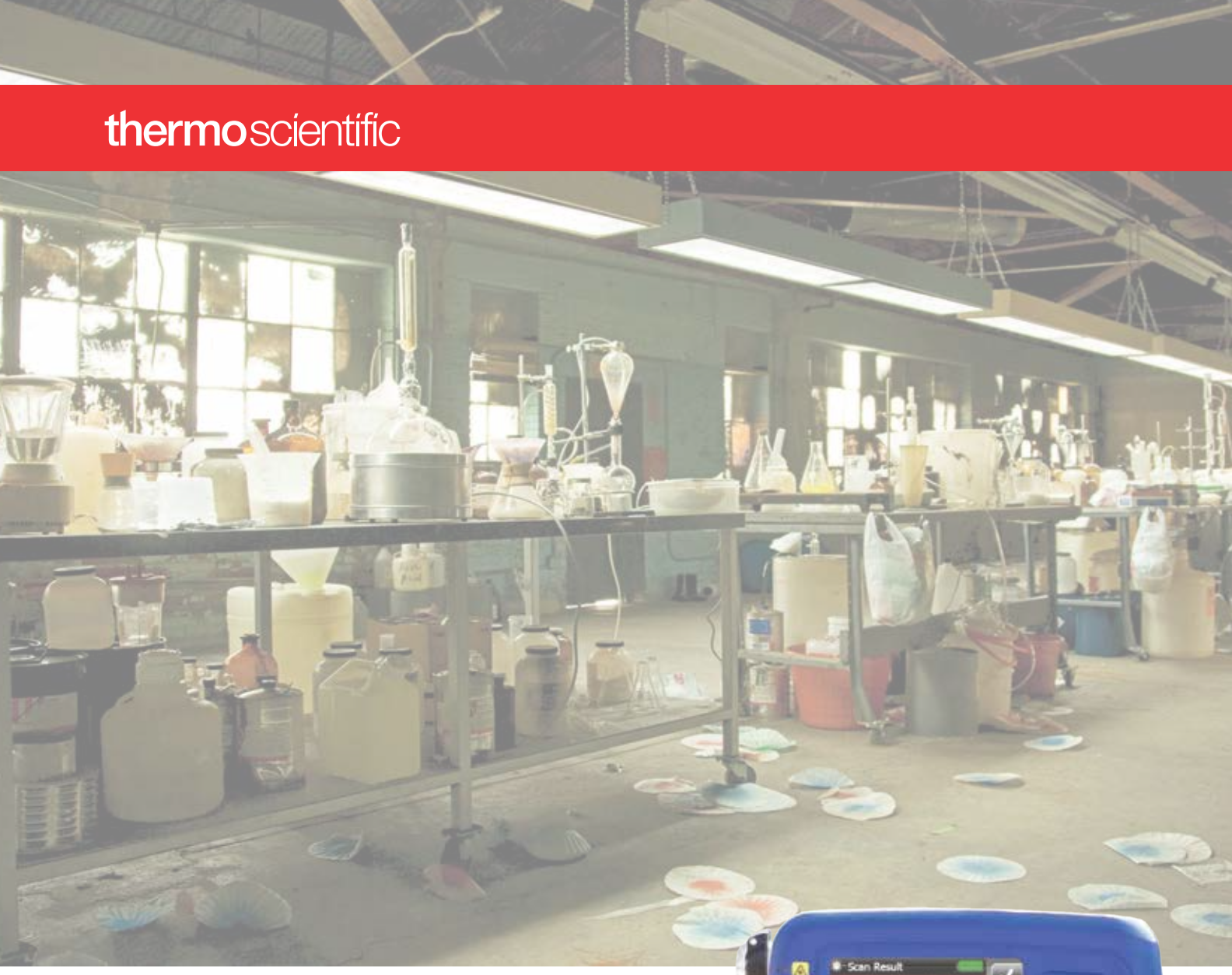


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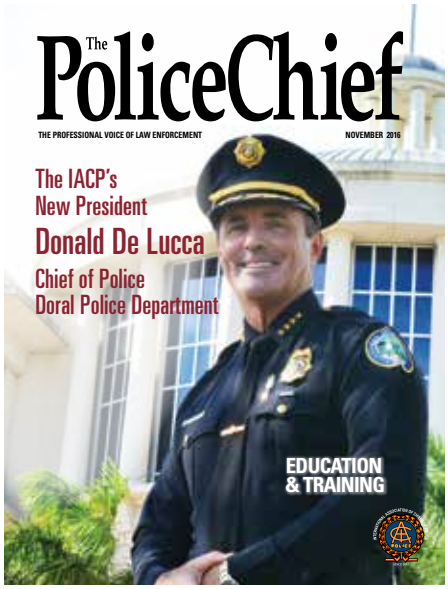


The education and training of law enforcement officers fulfill many essential roles. Appropriate education and training can improve tactical skills, increase officer safety and well-being, serve as a legal defense, build "soft" skills such as empathy and decision-making, and enhance police legitimacy. It can come in many forms—college degree programs, police academies, in-service training, and specific courses and modules designed for law enforcement—but it's important to all officers, from executive personnel to recruits.


# The PoliceChief

November 2016
VOLUME LXXXIII, NUMBER 11

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





**http://www.policechiefmagazine.org**





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

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

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

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

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

Printed in the USA.

BPA business publication membership granted September 1991



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# The Year Ahead

We find ourselves—as individual and collective leaders of this noble profession—at a challenging moment in history. A moment that will challenge the very best of our intentions, our dedication, our resolve—and perhaps above all—our ability to learn, to understand, to empathize, and even to evolve.

This moment demands a delicate balance required to bridge an untenable divide between not only police and our communities—but also our profession's leadership—and our men and women on the line.

Many of the challenges our profession faced a year ago, remain today.

Policing is again being challenged to rise to higher levels of performance and dedication, as we respond to the unimaginable. As leaders, we must be idealists who believe in the goodness of our people and what they both can and desire to be.

We must enhance the trust between the police and the communities we are privileged to serve. We must strive to achieve an environment of trust—where, collectively, we are willing to put aside our fears, uncertainties, disappointments, and suspicions to create a path forward.

We will always be better standing together than we can ever be standing alone.

Law enforcement must lead and have the courage to step forward first. To lean into that vulnerable place of uncertainty that leaders must be comfortable with. We have a duty to be the leaders, the teachers, the role models, the listeners—and the extenders of respect, empathy, and dignity.

Leadership is about the willingness to meet our people, and our communities, to meet people without judgment—and with the intention of helping to guide them to a better place.

It is our duty as leaders in our profession to search for answers in new ways. This search must involve a collaborative effort and partnerships beyond our profession. Partnerships are required to provide the necessary support and services to our communities.

We must be willing to listen, to learn, and to model the empathy we expect of our officers as they engage the community. Meaningful engagement will require an uncommon patience, understanding, and empathy.

While we are collectively going through the most challenging time in policing, we cannot let the feelings and actions that resonate today be bigger than our profession's ability to respond.

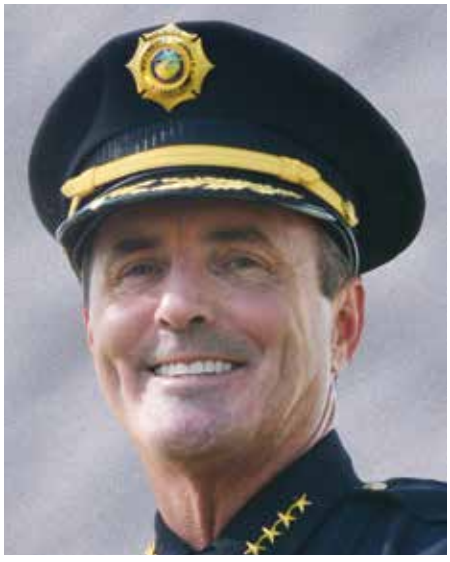
*Law enforcement must lead and have the courage to step forward first. To lean into that vulnerable place of uncertainty that leaders must be comfortable with. We have a duty to be the leaders, the teachers, the role models, the listeners—and the extenders of respect, empathy, and dignity.*

Today's sentiment cannot be larger than the collective hearts, minds, and leadership of IACP—or the actions of the courageous men and women who proudly wear the badge.

We, as law enforcement professionals, have the responsibility to do what is right, to apply bold leadership, and the practical wisdom demanded of this moment.

It is up to all of us to change the narrative, through our daily interactions with our communities.

We are expected to get it right every time—that must be our quest as we work to heal and strengthen our profession and the bond we have with our communities.



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

The communities and the officers we serve need the best of us today, *right now*.

To that point, as I set out to be president of the International Association of Chiefs of Police, I plan to continue to build upon the initiatives Immediate Past President Terrence M. Cunningham laid out during this past year:

- Initiatives that focused on police legitimacy
- Initiatives to be the professional voice of law enforcement
- Initiatives that allow us to take a bold, courageous stance on difficult issues

I also plan to focus on the following initiatives:

**Leadership**—Our people are a product of our leadership. We must improve not only how we lead daily, but we must also develop law enforcement's leaders of tomorrow.

**Culture**—As leaders we are the architects and designers of the very culture that is a key influencer on our people. We must learn and understand what that culture is—how that culture is created and how it can intentionally shape our daily mission.

**Education**—As a profession, we are great at training, but education moves beyond training to shaping the hearts and minds of our people. Education leads to a higher level of thought, reflection, and judgment without which practical wisdom, discernment, and justice are elusive.

I am beyond humbled to be the 104th president of the International Association of Chiefs of Police. This path has been paved by all the great police leaders who came before me. It is through our collective leadership, our passion, and our drive to be better than we are today that will shape a better tomorrow.❖

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

## MEMBERS SPEAK OUT

In late August and early September 2016, the IACP conducted a series of critical issue forums in eight locations throughout the United States. The purpose of these sessions was to meet with and listen to police executives to gain a better understanding of the unique challenges they are facing within their communities and agencies, as well as to discuss and examine the vast array of challenges currently confronting the policing profession as a whole.

Here's what they considered to be the most common challenges faced by law enforcement.

Biggest Challenges Facing the Profession



Biggest Challenges Facing Agencies

## YOUR TURN

What is the best thing a chief or commander can do to support the members of the agency?

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# Appropriations Update

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

On September 28, 2016, the U.S. Congress passed a 10-week continuing resolution spending measure that would fund the government and all of its programs at Fiscal Year (FY) 2016 levels until December 9, 2016.

The U.S. House of Representatives returns from recess on November 14, 2016, and the U.S. Senate returns on November 15, 2016, for a lame duck session. The major must-pass item on their agenda for the remainder of the 114th Congress will be the 11 remaining appropriations bills to fund U.S. federal government agencies and programs for the balance of FY 2017 (i.e., through Sept. 30, 2017), in order to avert a government shutdown. This will likely need to be done through an omnibus spending bill, but if an agreement can't be reached on a massive spending package, another continuing resolution might be necessary. The dynamics of those negotiations likely rest heavily on the outcome of the November elections.

*The resolutions process is the cornerstone of IACP's policy development. Through this process, the association membership addresses critical issues facing law enforcement.*

### Push for Congress to Pass Forensics Legislation in Lame Duck Session

On October 11, 2016, the IACP, along with the National District Attorneys Association and the Major Cities Chiefs Association, sent a letter to U.S. House of Representatives leadership calling for the swift passage of the Justice for All Reauthorization Act of 2016 and the Rapid DNA Act of 2015 during the lame duck session of Congress.

IACP, National District Attorneys Association, and the Major Cities Chiefs Association strongly believe that these two bills should go to the floor alone and not as part of a larger package of bills. Both bills have received widespread bipartisan support and should be quickly moved to the upper house. To view a full copy of the letter, visit http://www.iacp.org/letterstestimony.

### Cast Your Vote on IACP Resolutions

The resolutions process is the cornerstone of IACP's policy development. Through this process, the association membership addresses critical issues facing law enforcement. The resolution binds the official actions of the IACP staff and activities and serves as the guiding statement in accomplishing the work of the association.

For the first time in IACP history, active members will have the opportunity to vote on resolutions through a remote electronic voting process. Historically, the resolutions were passed at the IACP Annual Conference and Exposition. We hope that all IACP active members will participate in the voting process. Visit www.theIACP.org for more information on the proposed resolutions and to cast your vote! ❖

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# Using High-Intensity Interval Training to Improve Cardiovascular Fitness and Anaerobic Fitness

*By Don Bahneman, MS, CSCS, CISSN, RKC-II, CPT, CES, PES, PCC, FMS, Founder, b³ Wellness, LLC*

Critical components of every law enforcement agency are the health and wellness of individual officers. At a moment's notice, an officer could be called into intense activity, a sustained chase, or significant physical output. These physical demands, paired with the difficult work schedules of officers, contribute to a need for condensed, yet effective, strategies for improving or maintaining fitness. One method that can meet this need is high-intensity interval training (HIIT), which provides officers with a realistic way to achieve significant health benefits without requiring them to dedicate multiple hours each day to a workout. The information provided herein will give officers a clearly defined concept of what HIIT is, the physiological and psychological benefits of HIIT, and samples of traditional and nontraditional HIIT training programs that they may be able to use.

## High-Intensity Interval Training

High-intensity interval training (HIIT) is a type of fitness routine in which the participant engages in repetitive bouts of activity, staggered with limited rest intervals, with a focus on maximizing caloric burn while minimizing time allotted for activity.[1] The primary variables that need to be considered when developing an effective HIIT program are duration of intervals, frequency of intervals, intensity of intervals, the modalities used, and allocation of appropriate rest intervals between rounds. Modifying a HIIT program is easy to do once the variables have been clearly identified, making HIIT an option for individuals at all level of fitness, including those with special considerations.

HIIT SAMPLE PROGRAM:
**NO EQUIPMENT NEEDED**

| | |
|---|---|
| 1:00 | Mountain Climbers |
| :30 | Rest Interval |
| 1:00 | Push Ups |
| :40 | Rest Interval |
| 1:00 | High Knee Running in Place |
| :50 | Rest Interval |
| 1:00 | Bodyweight Squats |

*Total Time Elapsed:* 6 minutes (4 active, 2 rest)

*(Repeat four to five rounds of activity for a 24–30-minute HIIT workout.)*

## Physiological and Psychological Benefits of HIIT

HIIT training has been shown to improve

- aerobic and anaerobic fitness
- blood pressure
- cardiovascular health
- insulin sensitivity
- cholesterol profiles
- improved lean body mass percentage[2]

According to the American College on Sports Medicine (ACSM), there are several benefits to HIIT programs including increased aerobic fitness (sustained activities); increased anaerobic fitness (short burst activities); better blood pressure regulation; improved cardiovascular health (lower cholesterol, improved blood lipid panel, improved resting heart rate, improved VO2 max); improved insulin sensitivity (which aids muscles in using glucose for fuel to make energy); and decreased abdominal fat and body weight while maintaining muscle mass. What makes HIIT attractive, besides the short time needed for a workout, is the increased calorie burn after activity, which is 6–15 percent higher than the post-activity calorie burn from a traditional steady-state cardiovascular workout.

HIIT participants also exhibit several psychological benefits from the training sessions. The feeling of getting a thorough workout in an abbreviated time frame helps with time management and efficiency. The accomplishment of pushing the body through intense activity also is a feeling of success in the midst of adversity. In addition, an effective workout aids the brain secretion of chemicals that affect the endocrine system and provide the body with feelings of euphoria.[3]

## Types of HIIT Programs

When developing HIIT programs, there are many considerations to take into account beyond the programming variables mentioned earlier. The environment, health history of the participant(s), fitness history of the participant(s), and the equipment allotted must be considered to maximize results and minimize risk for injury or failure. The sidebars provide sample HIIT programs for three different situations: (1) no equipment; (2) traditional fitness equipment (e.g., rowing machine and dumbbells); and (3) nontraditional fitness equipment (e.g., rowing machine, kettlebells, battling ropes, and a vertical climber).

## Summary

High-intensity interval training can be utilized in many formats and has been used in

HIIT SAMPLE PROGRAM:
**NONTRADITIONAL FITNESS EQUIPMENT**

*(This HIIT sample program includes the use of a rowing machine, kettlebells, battling ropes, and a vertical climber.)*

The nontraditional HIIT program allows for greater variety and keeps the participant engaged with the training. The monotony of traditional steady-state cardio does not challenge the central nervous system as much as varying the activities during a HIIT program can. Using many different modalities can provide a great challenge for the participant.

| | |
|---|---|
| 1:00 | Vertical Climber for Distance |
| :30 | Rest Interval |
| :30 | Battling Rope Patterns (vary the movements) |
| :30 | Rest Interval |
| :45 | Kettlebell Swings |
| :30 | Rest Interval |
| 1:00 | Sprint for Distance on Rowing Machine |

*Total Time Elapsed:* 4:45 minutes (3:15 active, 1:30 rest)

*(Repeat five to six rounds of activity for a 24–28-minute HIIT workout.)*

HIIT SAMPLE PROGRAM: **TRADITIONAL FITNESS EQUIPMENT**

*(This HIIT sample program includes the use of a rowing machine and a set of dumbbells.)*

| | |
|---|---|
| 1:00 | Sprint for Distance on Rowing Machine |
| :20 | Rest Interval |
| 15–20 | Reps of Dumbbell Squat, Curl, and Presses |
| 1:00 | Rest Interval |
| :45 | Sprint for Distance on Rowing Machine |
| :30 | Rest Interval |
| 16-20 | Reps of Walking Lunges with Dumbbells |
| 1:00 | Rest Interval |
| :30 | Spring for Distance on Rowing Machine |
| :45 | Rest Interval |
| 15–20 | Push Ups |

*Total Time Elapsed:* approximately 9:00 minutes (5:30 active, 3:35 rest)

*(Repeat three to four rounds of activity for a 30–35-minute HIIT workout.)*

training programs for athletic populations for many years. Time constraints, job requirements, and boredom have all led to HIIT's incorporation in mainstream fitness training. Officers' engagement in training methods that can improve strength, cardiovascular conditioning, and overall health and wellness is critical for job performance and officer safety. Regardless of the participant's current level of fitness and health, HIIT can be modified to provide a viable training option that will measurably improve his or her fitness, making it a potential solution for officers looking to increase their fitness and maximize their time. ❖

**Notes:**

[1]Len Kravitz, *ACSM Information On… High-Intensity Interval Training*, https://www.acsm.org/docs/brochures/high-intensity-interval-training.pdf (accessed October 5, 2016).

[2]Mary E. Jung, Jessica E. Bourne, and Jonathan P. Little, "Where Does HIT Fit? An Examination of the Affective Response to High-Intensity Intervals in Comparison to Continuous Moderate- and Continuous Vigorous-Intensity Exercise in the Exercise Intensity-Affect Continuum," *PLoS One* 9, no. 12 (December 2014), http://journals.plos.org/plosone/article?id=10.1371/journal.pone.0114541 (accessed October 5, 2016).

[3]Jobin Mathew and Cheramadathikudyl Scariya Paulose, "The Healing Power of Well-Being," *Acta Neuropsychiatrica* 23, no. 4 (August 2011): 145–155.

**Don Bahneman** has worked in the health and fitness industry since 1994. With undergraduate degrees in athletic training and sports management and graduate work in human performance, Don brings a strong educational background to the personal training industry. Don is a certified strength and conditioning specialist and personal trainer and holds more than 12 additional specialty certifications. As a national presenter, Don has educated the fitness industry on various topics since 2003. In addition, Don is an accredited author and contributor to textbooks, magazines, television, radio, and various online outlets.

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

# A Behavior Analysis of Unintentional Discharges

*By John O'Neill, PhD, BCBA-D; Dawn A. O'Neill, PhD, BCBA; and William J. Lewinski, PhD, Force Science Institute, Ltd., Mankato, Minnesota*

Unintentional discharges (UDs) of firearms present a challenge to law enforcement in that they occur unexpectedly and infrequently, yet they can lead to property damage, injury, and death. Previous research has identified that UDs may occur due to a sympathetic muscle contraction, loss of balance, or a startle reaction. It has been suggested that training officers in various situations might reduce UDs.[1] However, some officers (20 percent) trained in various situations continue to place their finger on the trigger without awareness after the training.[2]

While engaging in strenuous activities (e.g., destabilization, jumping, kicking, and pulling or pushing bars and pulleys) at maximum and sub-maximum intensity, some officers may exert enough force to overcome the trigger weight of a cocked firearm (4 to 6 pounds) and even an uncocked firearm (8 to 12 pounds).[3] UDs might be likely to occur during strenuous use of the lower limbs (e.g., kicking a door or jumping) or as a result of a loss of balance during such activities.[4] Other researchers have suggested that UDs may be related to complacency (e.g., a shift in attention); drugs (e.g., general impairment of motor functioning); fatigue (e.g., decreased eye-hand coordination); firearm design (e.g., single- and double-action triggers); human error (e.g., skipping a safety step); insufficient training (e.g., lack of skill transfer to the real world); and stress (e.g., bodily trembling).[5]

## Present Study

The authors performed a research study to analyze the causes of UDs. For the study, UD was operationally defined as an

> *activation of the trigger mechanism that results in an unplanned discharge that is outside of the firearm's prescribed use (i.e., departmental policies and laws related to the operation of firearms).*[6]

Seven U.S. agencies provided a total of 137 pre-existing (1974 to 2015) de-identified reports with details about UDs that included (a) the context, (b) the officer's behavior, (c) the firearm, and (d) any injuries. All agencies provided approval for the confidential analysis and publication of the data contained in the reports. Contexts were assigned to one of three sub-categories: (1) low threat potential (i.e., outside a call); (2) elevated threat potential (i.e., responding to a call); or (3) high threat potential (i.e., likelihood for the use of force).

Officer behaviors were assigned to six sub-categories:

- *Contact:* an event in which the firearm is positioned in such a way that the trigger mechanism is activated by someone or something other than the officer in possession of the firearm
- *Medical Condition:* any event that includes a symptom of a disease or disorder
- *Muscle Co-activation:* an event in which muscle activity unrelated to the firearm's trigger is associated with a contraction of the muscles in the finger positioned on the firearm trigger
- *Routine Firearm Task:* a manipulation of a firearm, on- or off-duty, which does not involve a response to a call
- *Startle Response:* any event in which the officer is exposed to a sudden change in environmental stimuli and reacts with total-body muscle contractions
- *Unfamiliar Firearm Task:* any event that includes use of the non-dominant hand or manipulation of a new, novel, or recently modified piece of equipment related to the firearm

Firearms were assigned to four sub-categories (revolver, rifle, semi-automatic handgun, and shotgun).

## Results

### *Context*

The low threat potential category (n = 69) had UDs that occurred on a firing range (22 percent), in departmental parking lots (20 percent), in a locker room (17 percent), in a location not otherwise specified (16 percent), at the officer's place of residence (10 percent), in a departmental office (9 percent), at a public place of business (3 percent), and in officers' hotel rooms (3 percent).

The elevated threat potential category (n = 32) had UDs that occurred during a response to a call while clearing an area (66 percent), at the end of a call (19 percent), at a time during a response not otherwise specified (12 percent), and in a staging area (3 percent).

The high threat potential category (n = 21) had UDs that occurred while conducting a felony traffic stop (29 percent), searching for an armed suspect (29 percent), incidents not otherwise specified (14 percent), providing cover (14 percent), using physical restraint (9 percent), and during a foot pursuit (5 percent).

### *Behavior*

When the UDs occurred, officers were engaged in a routine firearm task (59 percent), muscle co-activation (24 percent), unfamiliar firearm tasks (11 percent), contact with objects (7 percent), unspecified behaviors (4 percent), or experiencing a medical condition (1 percent). Routine firearm tasks (n = 81) included clearing (33 percent), storing or moving (24 percent), holstering or unholstering (17 percent), function checks (16 percent), and conducting maintenance (10 percent). Muscle co-activation (n = 33) included the use of another finger (36 percent), a loss of grip (21 percent), use of a leg (18 percent), a loss of balance (15 percent), and use of the other hand (9 percent). Unfamiliar firearm tasks (n = 15) included those involving hand transfers (40 percent), unfamiliar firearms (33 percent), and unfamiliar holsters or belts (27 percent). Contact with objects (n = 10) involved inanimate objects. Medical conditions (n = 1) involved one instance of a seizure.

### *Firearm*

In all, 23 models of firearms were reported. UDs involved semi-automatic handguns (60 percent), unspecified firearms (19 percent), shotguns (12 percent), rifles (7 percent), and revolvers (4 percent).

### *Injuries*

Injuries (n = 21) were reported in 15 percent of reports—11 percent reported no injuries, and 74 percent of reports did not specify the presence of injuries. One UD resulted in an officer fatality.

### Action Item

Most UDs in the present sample were preventable, as the majority occurred in low threat contexts during the routine handling of firearms; therefore, training to fluency (i.e., speed plus accuracy) under circumstances that are known to result in UDs might decrease the likelihood of future occurrence. ❖

**Notes:**

[1]Roger M. Enoka "Involuntary Muscle Contractions and the Unintentional Discharge of a Firearm," *Law Enforcement Executive Forum* 3, no. 2 (February 2003), 27–39.

[2]Christopher Heim, Dietmar Schmidtbleicher, and Eckhard Niebergall, "The Risk of Involuntary Firearms Discharge," *Human Factors* 48, no. 3 (September 2006), 413–421.

[3]Ibid.; Christopher Heim, Dietmar Schmidtbleicher, and Eckhard Niebergall, "Towards an Understanding of Involuntary Firearms Discharges," *Policing: An International Journal of Police Strategies & Management* 29, no. 3 (2006), 434–450.

[4]Ibid.

[5]Hal W. Hendrick, Paul Paradis, and Richard J. Hornick, *Human Factors Issues in Handgun Safety and Forensics* (Boca Raton, FL: CRC Press, 2008).

[6]John O'Neill, Dawn A. O'Neill, and William J. Lewinski, "Toward a Taxonomy of the Unintentional Discharge of Firearms in Law Enforcement," *Applied Ergonomics* 59 (2017): 283–292.



The safe handling of firearms should be one of the highest priorities of any law enforcement agency. IACP members can access the Firearms Model Policy and an accompanying Concepts and Issues paper, which discuss accidental and intentional discharges and safe handling and storage procedures, by logging into IACP's website and visiting www.theIACP.org/MPMembersOnly.

## IACP WORKING FOR YOU

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

### New *Police Chief* Website

*Police Chief Online* has a new and updated website. The website's fresh look is accompanied by increased user-friendliness and new features for our members and readers, such as more bonus online-only content, enhanced search capabilities, the ability to find and sort articles by topic, and Google Translate functionality. The new website is also responsive, so you can read IACP's magazine on your smartphone or tablet while on the go!

While select material is available to all, members and subscribers will need to log in to access most of the content. Online subscriptions come free with a print subscription, so there's no need to sign up again.

**Visit the new and improved *Police Chief Online* at www.policechiefmagazine.org.**

### One Mind Campaign

An advisory group of leading experts convened in early 2016 to examine and address law enforcement responses to persons affected by mental illness. A reoccurring theme during the symposium was that the mental health and public safety communities often work independently of each other, when in reality they should work together. Thus, the emerging campaign strategy became recognized as the One Mind Campaign, with the intent to unite local communities, public safety, and mental health in such a way that the three become "of one mind."

The One Mind Campaign seeks to ensure successful interactions between police officers and persons affected by mental illness. To join the campaign, law enforcement agencies must commit to implementing four promising practices over a 12- to 36-month timeframe. Agencies demonstrating a serious commitment to implementing all four required strategies in a timely fashion will become publicly recognized members of IACP's One Mind Campaign.

The four key strategies follow: (1) establish a clearly defined and sustainable partnership with one or more community mental health organizations; (2) develop and implement a model policy addressing police responses to persons affected by mental illness; (3) train and certify 100 percent of your agency's sworn officers (and selected non-sworn staff, such as dispatchers) in Mental Health First Aid; and (4) provide Crisis Intervention Team training to a minimum of 20 percent of your agency's sworn officers (and selected non-sworn staff, such as dispatchers). These four approaches will benefit law enforcement and the mental health community in many ways. Creating a partnership between law enforcement and mental health organizations serves to solidify effective and sustainable collaborative efforts.

**For more information, visit www.theIACP.org/onemindcampaign.**

### Keeping Kids in School and Out of Court

The IACP has partnered with the National Council of Juvenile and Family Court Judges (NCJFCJ), the National Child Traumatic Stress Network, the National Association of State Boards of Education, and the National Center for Mental Health and Juvenile Justice on the School-Justice Partnership Project: Keeping Kids in School and Out of Court. The project focuses on creating successful outcomes for students through strong collaboration among schools, law enforcement, and other disciplines involved in supporting youth and communities. Supported by the Office of Juvenile Justice and Delinquent Prevention (OJJDP), U.S. Department of Justice, the NCJFCJ project hosts a National Resource Center on School-Justice Partnership to provide training and technical assistance (TTA), webinars, tools, and resources to support jurisdictions in creating effective and sustainable school-justice collaborations.

**Please visit www.theIACP.org/schooljusticepartnership for IACP project-related information and TTA, or visit the NCJFCJ website at www.schooljusticepartnership.org.**

# The Reality of Police Officer Untruthfulness

*By Adam C. Falco, Senior Assistant City Attorney and Police Legal Advisor, City of College Station, Texas*

*If law enforcement is in possession of* Brady *or* Giglio *material, the prosecutor has a duty to learn of any favorable evidence for the accused known to others acting on the government's behalf, including the police.*

Before testifying in a U.S. court, each witness answers this oath: "Do you solemnly swear or affirm the testimony you are about to give in the case now on trial is the truth, the whole truth, and nothing but the truth, so help you God?" Today, more than ever, a bright light is focused on the truth, especially in criminal proceedings and law enforcement.

But what happens if a police officer has been untruthful before the trial? Does it matter if the officer's untruthfulness is related to an internal department policy issue or to a criminal case? Could a sustained finding of officer untruthfulness, related or not to a criminal investigation, be the end of investigating criminal offenses and testifying in court—or even the end of a law enforcement career?

Police officer untruthfulness places a huge burden on chiefs and prosecutors. Case law guiding law enforcement on discovery of exculpatory and impeachment evidence includes *Brady v. Maryland* and its progeny.[1] This line of cases attempts to prevent a miscarriage of justice by requiring the police and prosecutors to make available what is often referred to as *Brady* or *Giglio* material requiring the disclosure of exculpatory or impeachment evidence to the accused.[2]

> In *Brady*, the U.S. Supreme Court held, *[T]he suppression by the prosecution of evidence favorable to an accused upon request violates due process where the evidence is material either to guilt or to punishment, irrespective of the good faith or bad faith of the prosecution.*[3]

Since *Brady*, the duty to disclose such evidence is applicable even if there is *no request* by the accused.[4] The duty to disclose includes impeachment as well as exculpatory evidence.[5] In *Brady*, the defendant and his companion were both found guilty of murder and sentenced to death in separate trials. The prosecutor withheld a statement by Brady's companion admitting to the actual homicide until after Brady's conviction was affirmed. The U.S. Supreme Court ruled that Brady was denied due process of law in regards to the question of punishment, not the question of guilt.[6]

The heart of the holding in *Giglio v. United States* is closer to the officer untruthfulness issue.[7] *Giglio* clarifies that the rule stated in *Brady* applies to evidence undermining witness credibility, including impeachment material.[8] The impeachment evidence qualifies as material when there is any reasonable likelihood it could have affected the judgment of the jury.[9] The evidence is material only if there is a reasonable probability that, had the evidence been disclosed to the defense, the result of the proceeding would have been different.[10] In *Giglio*, defense counsel discovered new evidence indicating the government had failed to disclose an alleged promise made to its key witness. The alleged promise was that the key witness would not be prosecuted if he testified for the government. Without the key witness, there was no indictment or evidence against the defendant, Giglio. The credibility of the witness was important to the case against Giglio. Any evidence of an agreement as to future prosecution was relevant to his credibility, and the jury was entitled to have that evidence. A new trial for Giglio was ordered on due process violations.[11]

If law enforcement is in possession of *Brady* or *Giglio* material, the prosecutor has a duty to learn of any favorable evidence for the accused known to others acting on the government's behalf, including the police.[12] The rule even encompasses evidence known only to police investigators and not prosecutors.[13] Most jurisdictions have policies, procedures, and regulations that guide law enforcement to ensure communication of all relevant information on each case to every lawyer involved in the case.[14]

To comply with *Brady*, prosecutors, as part of their policies and procedures, send letters expressly asking witnesses, especially law enforcement witnesses, for any *Brady* or *Giglio* material. The exculpatory or impeachment material asked for includes information related to allegations or findings of untruthfulness, lack of candor, or witness bias. The prosecutors' letters also seek to find out whether any untruthfulness, lack of candor, or bias occurred in official capacity or off duty, in administrative or court proceedings, or in disciplinary actions. Just because this information is shared by law enforcement with the prosecutors and eventually with defense counsel, it does not mean it will be admissible in court.

But what happens when an officer has a *Brady* or *Giglio* issue related to untruthfulness? The police should notify prosecutors with exculpatory and impeachment evidence known to them, and the prosecutor is required to disclose that exculpatory and impeachment evidence. Not doing so will lead to civil liability for law enforcement. After disclosure, the officer will be known to have a *Brady* or *Giglio* issue.

So what does a chief do with an officer who is untruthful? Does it matter if the untruthfulness comes from a sustained finding pursuant to an internal affairs investigation, from undocumented counseling by a supervisor either from an on-duty or off-duty matter, from a minor "white lie" issue, or from dishonesty about a personal issue or criminal case? For the officer, the reality and result may be the same. The police and prosecutor must disclose the exculpatory and impeachment evidence, which will be given to the defense, and may end up being used in

trial. If the officer is a key witness, the prosecutor likely will have serious reservations about accepting criminal charges on a case involving an officer with a *Brady* or *Giglio* issue. The prosecutor may refuse all cases from that officer. Testifying in court and credibility will always be questioned when it involves an officer with a *Brady* or *Giglio* history. A chief may have a valid reason not to retain such an officer, and it likely could mean the end of a law enforcement career for the untruthful officer. ❖

**Notes:**

[1]*Brady v. Maryland*, 373 U.S. 83 (1963).

[2]*Id.*; *Giglio v. United States*, 405 U.S. 150 (1972).

[3]*Brady*, 373 U.S., at 87.

[4]*United States v. Agurs*, 427 U.S. 97, 107 (1976).

[5]*United States v. Bagley*, 473 U.S. 667, 675–676 (1985).

[6]*Brady*, 373 U.S., at 84.

[7]*Giglio*, 405 U.S., at 150.

[8]*Id.* at 153–155.

[9]*Id.* at 154; see also *Wearry v. Cain*, 136 S. Ct. 1002, 1006, 577 U.S. ___ (2016).

[10]A "reasonable probability" is a probability sufficient to undermine the confidence in the outcome. *Bagley* at 682.

[11]*Giglio*, 405 U.S., at 154.

[12]The prosecutor's responsibility for failure to disclose favorable evidence rising to a material level whether in good faith or bad faith in inescapable. *Kyles v. Whitley*, 514 U.S. 419, 437-438 (1995).

[13]*Kyles*, 514 U.S., at 438.

[14]*Id.*

# ATF's Intelligence-Driven Approach to Help Law Enforcement Reduce Violent Crime

For more than 40 years, the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) has been an agency that utilizes intelligence to direct our law enforcement and regulatory activities to combat gun violence and illegal firearms trafficking. ATF special agents, industry operations investigators, and other employees work with federal, state, and municipal law enforcement to protect communities from violent criminals and criminal organizations. The ATF has always been proud of the strong relationships we have with law enforcement agencies throughout the United States and around the world, and we are working to make those relationships even stronger. We work to complement, not supplant, the work of state and local law enforcement by offering insight into strategies and tactics geared toward the reduction of violent crime.

ATF's intelligence-driven enforcement strategy is a collaborative effort that identifies those responsible for criminal activity by analyzing firearms-related information in partnership with local law enforcement. Preliminary 2015 Federal Bureau of Investigation (FBI) statistics indicate that violent crime rates are going up in major cities across the United States. While still relatively low compared to the crime rates of the 1990s, no law enforcement agency wants to lose ground in the ongoing struggle to keep its community safe. ATF provides state and municipal law enforcement with a wealth of resources and information on fighting violent crime. While many departments actively utilize ATF resources, we want all law enforcement agencies to become more familiar with the federal resources at their disposal.

Law enforcement has always understood that to address firearm-related violent crime, it is essential to identify, target, and prosecute "trigger pullers" and determine the sources of crime guns. ATF has several resources that state and municipal law enforcement can use, such as the National Tracing Center (NTC) and the National Integrated Ballistics Information Network (NIBIN). As a result of the Gun Control Act of 1968, ATF is the sole U.S. law enforcement agency responsible for firearms tracing. NTC allows law enforcement agencies to conduct firearms tracing by providing investigative leads through eTrace, ATF's Internet-based application for the submission of firearm trace requests. Firearms tracing can provide crucial information that can help solve firearm crimes; detect firearms trafficking; and track the intrastate, interstate, and international movement of crime guns by systematically tracking the movement of the firearm from the manufacturer to the first retail purchaser. In fiscal year 2015 alone, over 6,000 law enforcement agencies submitted more than 373,000 tracing requests to the NTC.

Ballistic forensic science brings relevant, reliable, and valuable evidence to law enforcement officers and members of the judiciary seeking to identify, arrest, and prosecute the most violent offenders in our communities. Considered one of the most advanced ballistic forensic tools available to law enforcement, NIBIN helps local police agencies link multiple crimes committed with the same gun, identify suspects, and increase the number of charges that can be made against repeat offenders. NIBIN has provided thousands of leads to investigators and has revolutionized gun crime investigations throughout the United States.

*Thomas E. Brandon,*
*Deputy Director, Bureau of Alcohol, Tobacco, Firearms and Explosives*

Since its inception in 1999, this ATF-managed investigative tool lets law enforcement agencies make digital images of markings on shell casings recovered from a crime scene or a crime gun test fire. These images are entered into the NIBIN system for comparison and possible matching with images of previous entries made by other law enforcement agencies. Using NIBIN, departments are piecing together crime scenes and closing cases that were, only a decade ago, considered unsolvable. In 2015, through a network of 158 sites used by federal, state, and municipal law enforcement, more than 76,500 casings were recovered and 130,000 test fires from crime guns were entered into NIBIN. This led to more than 7,860 leads given to federal, state, and municipal law enforcement. ATF stands by the use of ballistic forensic evidence in criminal cases based on its track record as a provable, reliable, and admissible form of evidence that has led to definitive prosecutions of violent criminals.

As the criminal element continues to evolve and become more sophisticated, ATF will continue to offer innovative approaches toward addressing violent crime. As such, working with our law enforcement partners, we developed the concept of the Crime Gun Intelligence Center (CGIC). The CGIC leverages the advantages of firearms tracing and NIBIN with real-time technology and dedicated investigative teams to identify the source of crime guns and track down criminals before they can commit additional violent acts. Through communication, collaboration, and de-confliction, the CGIC has the potential to complete the NIBIN and intelligence-gathering process, which includes shell casing collection, entry, and correlation, within 24 to 72 hours. This timely execution lets investigators quickly access and respond to information, leading to the apprehension of suspects.

With everything that ATF has to offer, the best tool we have always been able to provide our law enforcement partners is our cadre of special agents. With 25 field divisions and nearly 2,700 special agents, ATF personnel are working shoulder to shoulder with U.S. law enforcement to ensure that our resources are focused on the most violent and dangerous offenders in a community. The education ATF special agents receive is some of the best in federal law

enforcement. Our special agents are experts in the intricacies of firearms trafficking and illicit crime gun markets, and they are actively working with local law enforcement to stop the encroachment of illegal firearms into their communities. In addition, our agents receive extensive training on firearms technology and regulations. Also, like many law enforcement departments, we have begun fair and impartial policing training to help our personnel better understand the effects and manifestation of unconscious bias in policing and, when needed, to be able to execute controlled responses to counteract those effects.

ATF agents are highly sought after—not only for their excellent training, but also for their professionalism and diversity. ATF agents are the quiet professionals working with federal, state, local, and tribal law enforcement behind the scenes to address violent crime. The people we hire are incredibly mission driven and find success and satisfaction in a job well done. We are bringing on great people of strong character who are devoted to taking violent criminals off the street in a manner that is respectful to the public and who are committed to administering justice fairly. Consistent with the President's Task Force on 21st Century Policing, we are "guardians," not "warriors," and are always mindful of showing respect to all people, regardless of their economic, educational, or social status. ATF special agents are for not only the ATF of today, but also the ATF of tomorrow. We are committed to building an agency that respects the public, values restraint and the preservation of life, and fosters diversity in its workforce.

It is important to express our solidarity with our law enforcement brothers and sisters. Our profession is in a time of great transition, and, like you, we understand the constant struggle to maintain trust and legitimacy in the communities we serve. I am reminded of the words of Plato, who wrote,

> *In a republic that honors the core of democracy—the greatest amount of power is given to those called Guardians. Only those with the most impeccable character are chosen to bear the responsibility of protecting the democracy.*

I am proud to serve in a profession that, despite an extraordinary level of criticism and scrutiny, continues to guard the public with nobility and honor. On behalf of the ATF and its guardians, I want to thank all of our domestic and international law enforcement partners for the work you do—and, as always, stay safe.❖

**Thomas E. Brandon** was appointed ATF deputy director in 2011, and became the agency head on April 1, 2015. Deputy Director Brandon began his ATF career as a special agent in 1989, and he has served in many management positions at ATF, including special agent in charge and supervisory special agent for a number of field divisions. Mr. Brandon also held the position of chief at the ATF National Academy, in Glynco, Georgia. In addition, Deputy Director Brandon proudly served in the U.S. Marine Corps from 1978 to 1982.

The IACP Project Safe Neighborhoods Initiative has developed factsheets on eTrace, NIBIN, and firearms violence, among other related topics. Visit www.theIACP.org/PSNInitiative to access the factsheets and other resources.

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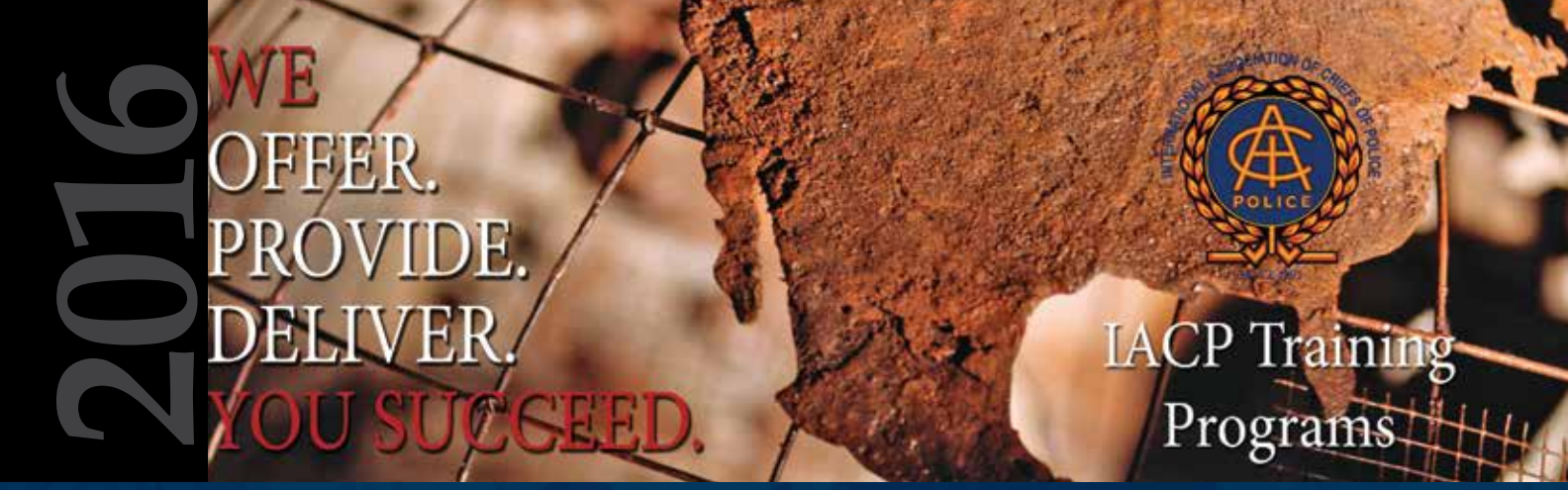


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# THE EDUCATION PANACEA: ADDRESSING WIDE-RANGING CHALLENGES WITH ADVANCED EDUCATION

By Erik D. Fritsvold, PhD, Associate Professor of Criminology, Chair, Department of Sociology, Academic Coordinator of the Law Enforcement & Public Safety Leadership MS Program, University of San Diego, California

The 21st century has already established itself as a landmark era for law enforcement. Increased public scrutiny, community-police relations controversies, dynamic information sharing via social media, and a sensational 24-hour news cycle have presented complex new challenges—many of which did not exist merely a decade ago—for law enforcement and public safety institutions. The scope and magnitude of these challenges require a proportional response, and advanced education is proving to be a powerful part of the solution. When carefully tailored around current law enforcement issues, education can increase the efficacy of contemporary policing approaches, enhance communication and community engagement, and help nurture a leadership succession system within agencies.

## The Slow Rise of Education

> *Although the issue of higher education still generates debate, the* numbers *cannot be challenged: they demonstrate how far we have come.*[1]

This statement was made in 1995 by then-director of the National Institute of Justice, Jeremy Travis. In an address to the Forum on the Police and Higher Education, Travis meticulously outlined the increasing role education had been playing in law enforcement—a trend that has continued in the years since.

Twenty years later, in 2015, the President's Task Force on 21st Century Policing included Training and Education as one of its six pillars and recommended that

> *The Federal Government, as well as state and local agencies, should encourage and incentivize higher education for law enforcement officers.*

The report also stated that "a higher level of required education could raise the quality of officer performance."[2]

In addition to improved job performance, research demonstrates that officers with college degrees report higher levels of job satisfaction and enhanced and timelier career trajectories compared to officers without college degrees.[3]

## Community Engagement and Use of Force

Community-police relations may be the defining issue of this decade, and education has a critical role to play in bridging the gap between law enforcement officers and the communities that they serve. Education has been demonstrated to nurture more culturally aware officers who are better positioned to succeed in the increasingly multicultural communities. Similarly, educated officers typically create "stronger community relations" and are more open-minded in terms of political ideology.[4] Moreover, carefully tailored education has proven to increase communication skills, especially cross-cultural communication skills.

The issue of community-police relations is closely related to use-of-force practices by law enforcement. Education, once again, has a noticeable impact on the issue. Research has shown that nurturing applied skills focused on critical thinking and problem-solving can facilitate the de-escalation of confrontations and, thus, help community engagement more broadly.[5] Notably, de-escalation was a central theme in the 2015 President's Task Force on 21st Century Policing report.

More specifically, a comparison of officers with college degrees to those with lower levels of educational attainment reveals that officers without a college degree are more likely to discharge their service weapon in the course of their job duties. They also tend to use force more frequently.[6]

Community-policing models are, in large part, intended to foster a more collaborative and cooperative relationship between the police and the community. This approach to policing in the modern era requires patrol officers "to be better decision makers, more innovative, and more tolerant"—characteristics that can be nurtured via education.[7]

## Science and Technology Meet Modern Policing

Modern policing models require officers to possess advanced analytical skills. As data analytics and crime analysis become daily expectations of the job, officers must adapt their skill sets accordingly. Intelligence-led policing, problem-oriented policing, and predictive policing all use technology, social science, and pseudo–social science-type analysis to allocate resources based on empirical evidence. When these various evidence-based approaches to law enforcement are combined with the ever-present role of technology, the critical thinking and problem-solving skills enhanced by education become paramount.

Intelligence-led policing focuses first and foremost on public safety and efficacy, but it can also have a positive budgetary impact. According to a 2013 PERF report, *Policing and the Economic Downturn: Striving for Efficiency Is the New Normal,* agencies across the United States have been facing significant and sustained budgetary challenges. This creates an environment in which efficiency and "doing more with less" are vital expectations.[8] Higher education can prepare law


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***Perhaps most important, studies have shown that officers with an advanced education are better equipped to adapt to change.***

enforcement professionals for this type of business process re-engineering by teaching them to "work smarter, not harder."

## The Leadership Void

From 2013 to 2015, the University of San Diego conducted interviews with law enforcement leaders across Southern California to help guide the creation of a graduate-level leadership degree. In those interviews, staffing shortages and leadership succession were listed among the most significant challenges facing the agencies.[9] Recruiting challenges, retirement, age demographics, and a host of related staffing challenges have created a vacuum in middle management that higher education can help to fill.

Preparing future law enforcement leaders was an area also addressed by the President's Task Force on 21st Century Policing. The task force recommended the development of "a national postgraduate institute of policing for senior executives with a standardized curriculum preparing them to lead agencies in the 21st century." The goal of this institute would be

> *to provide ongoing leadership training, education, and research programs which will enhance the quality of law enforcement culture, knowledge, skills, practices and policies.*[10]

However, there is no need for aspiring law enforcement leaders to wait for such an institute in order to enhance their knowledge and skills—graduate degree programs in criminal justice leadership currently exist across the United States, and many programs are offered in an online format.

## Communications and Social Media

Social media has a broad and diverse impact on law enforcement. Social media for law enforcement institutions is a key tool for community outreach and positive messaging. Simultaneously, irresponsible use of social media by individual law enforcement officers has been central to several high-profile and controversial incidents, often involving a lack of racial sensitivity.

Education can benefit officers in both their professional and personal use of social media. Studies have shown that the relationship between the level of education attainment and the frequency of disciplinary action received are inversely proportional; the more education an officer has, typically, the less likely they are to be frequently disciplined or reprimanded formally.[11] This correlation implies that more education would increase an officer's savvy not only when dealing with social media, but also in their own personal responsibility surrounding their own use of social media.

## Formal Education and Law Enforcement

Many experts contend that academic institutions have historically underserved the law enforcement community. At the university level, the vast majority of criminal justice programs are designed to train future researchers and public policy advocates focused on issues of crime and justice; very few programs are designed specifically for the practice of contemporary law enforcement. They do not focus on real-world problems that practicing law enforcement professionals deal with daily, nor have they evolved to address the increasingly complex issues faced by today's officers. While an in-depth understanding of criminological theories, research methodologies, and statistical procedures are essential for social science researchers, they do not have high utility for working law enforcement professionals.

Narrowly tailored programs that are specifically built for law enforcement are rare. At the undergraduate level, students often enroll in criminal justice and related degree programs based on very broad interests in the field.[12] Institutions typically respond by developing a diverse curriculum to support these varied interests, which may not provide the best education for those committed to a specific law enforcement career. Enhanced collaboration between academia and law enforcement is a worthy goal that can help bring more focus and purpose to the educational offerings available at the university level and more effectively prepare students for success and leadership in today's law enforcement environment.

## Conclusion

Education is often cited as a cliché and utopian solution to social problems in society. However, the evidence suggests that education has a significant and tangible benefit for the law enforcement profession. More specifically, communication, conflict resolution and de-escalation, community relations, leadership skills, and career advancement are all areas in which education can benefit individuals in law enforcement or hoping to pursue a career in law enforcement.

Perhaps most important, studies have shown that officers with an advanced education are better equipped to adapt to change.[13] An institution—such as a law enforcement agency—that is prepared to adapt is likely best positioned to serve the needs of a diverse and evolving society—now and in the future. ❖

**Notes:**

[1]Jeremy Travis, "Education in Law Enforcement: Beyond the College Degree" (speech, Forum on the Police and Higher Education, Chicago, IL, 1995), http://www.nij.gov/about/speeches/past-directors/pages/police.aspx (accessed July 19, 2016).

[2]President's Task Force on 21st Century Policing, *Final Report of the President's Task Force on 21st Century Policing* (Washington, D.C.: Office of Community Oriented Policing Services, 2015), 59, 51 http://www.cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf (accessed September 22, 2016).

[3]Mark Bond, "How Education Impacts Police Performance," *In Public Safety* (blog), July 30, 2014, http://inpublicsafety.com/2014/07/how-education-impacts-police-performance (accessed September 22, 2016).

[4]Ibid.

[5]Christine Sereni-Massinger and Nancy Wood, "Linking Educational Institutions with Police Officer Training Programs," *Journal of Education and Learning* 10, no. 2 (2016): 139–146.

[6]James McElvain and Augustine Kposowa, "Police Officer Characteristics and the Likelihood of Using Deadly Force," *Criminal Justice and Behavior* 35 (2008): 505–521; Jason Rydberg and William Terrill, "The Effect of Higher Education on Police Behavior," *Police Quarterly* 13, no. 1 (March 2010): 92–120.

[7]Rydberg and William, "The Effect of Higher Education on Police Behavior," 96.

[8]Police Executive Research Forum (PERF), *Policing and the Economic Downturn: Striving for Efficiency Is the New Normal* (Washington D.C.: PERF, 2013), 20.

[9]Erik Fritsvold, personal communication, 2013–2015.

[10]President's Task for on 21st Century Policing, *Final Report of the President's Task Force on 21st Century Policing*, 55.

[11]Matthew Bostrom, "The Influence of Higher Education on Police Officer Work Habits," *The Police Chief* 72, no. 10 (October 2005), http://www.policechiefmagazine.org/the-influence-of-higher-education-on-police-officer-work-habits (accessed October 10, 2016)..

[12]William Munn, "Criminal Justice Degree Programs: Education with a Purpose," *The Police Chief* 82, no. 11 (November 2015): 46–49, http://www.policechiefmagazine.org/criminal-justice-degree-programs-education-with-a-purpose (accessed October 10, 2016).

[13]Bostrom, "The Influence of Higher Education on Police Officer Work Habits."

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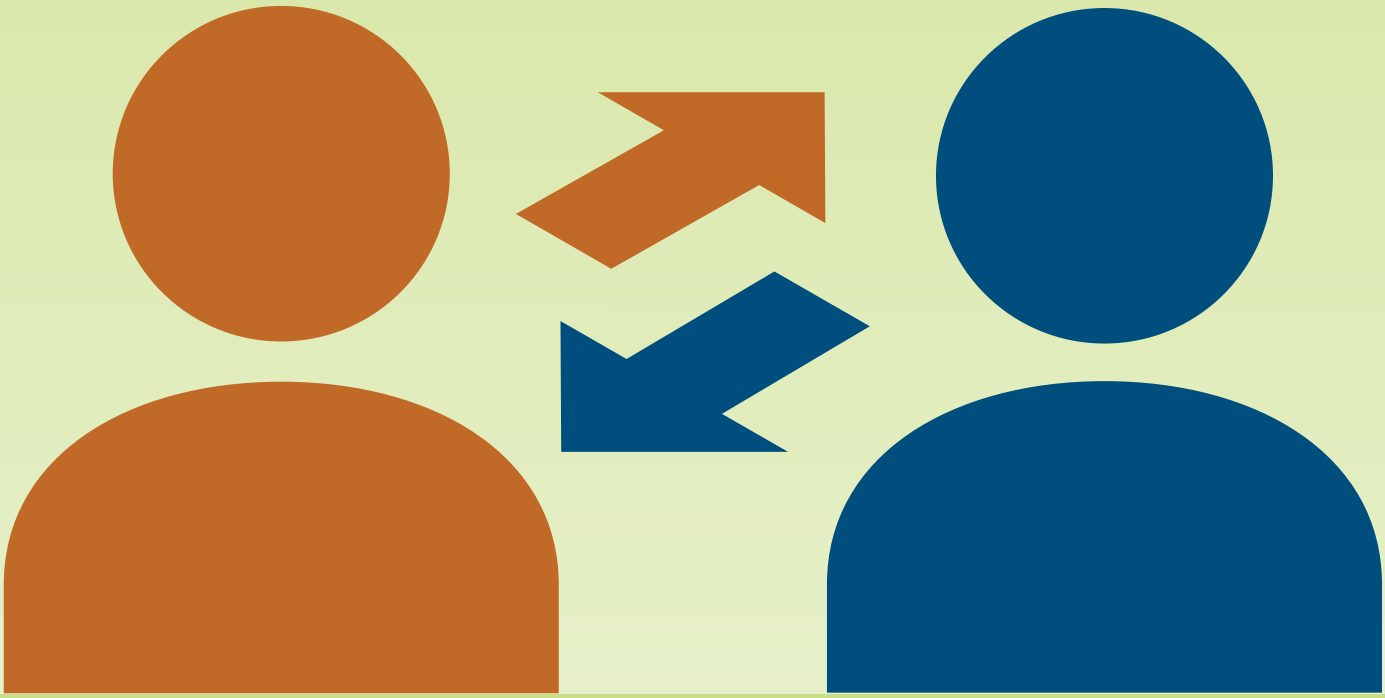
# LEARNING THE ART OF ACTIVE LISTENING AND RESPONDING:

# AN ETHICAL IMPERATIVE FOR POLICE TRAINING



By Peter J. McDermott, Distinguished Visiting Professional, Fairfield University Center for Applied Ethics, Fairfield, Connecticut, and Diana Hulse, Professor and Chair, Fairfield University Counselor Education Department, Fairfield, Connecticut

The reality of police work in the 21st century presents a number of challenges and opportunities for police. Police leaders need to reflect on their actions and training methods that have worked in the past, reassess what actions and training methods are not currently working, and move toward the creation of new actions and training methods that will increase public support and confidence. Today, the public perception of police exists within a limited understanding of the complicated and demanding nature of police work. Added to an increasing lack of interaction with police, the public frames its perceptions of police on use-of-force incidents reported in the media. Lack of connection, lack of understanding, and negative perceptions all lead to expressions of mistrust and condemnation, including verbal calls for "dead cops" in Manhattan, New York.[1] No one can deny the general breakdown in civility across society as seen in daily discourse and media portrayals that highlight the inability of individuals to interact respectfully with one another. A divide exists today between the public and the police. The police profession has a role to play in response to this divide. In a conversation with the authors, Dr. David Schmidt, director of the Center for Applied Ethics at Fairfield University, noted,

> *Police have a duty grounded upon the ethical principle of non-maleficence to avoid doing harm. As such, this duty illuminates an ethical imperative on the part of law enforcement agencies to explore ways to*

*improve their communication and interpersonal skills in order to close the public-police divide.*[2]

## Making the Case for Interpersonal Skills Training

The inclusion of fundamental interpersonal skills training in police academies is one way to increase productive interactions with the public and advance respectful partnerships between the public and the police. When hiring candidates of character to represent the law enforcement profession, law enforcement training needs to invest in fundamental skills training in order for police to accomplish the responsibilities required by the public. Primary among those skills is the ability to interact effectively with the public. The President's Task Force on 21st Century Policing report states, "Tactical skills are important, but attitude, tolerance, and interpersonal skills are equally so."[3] The importance of interpersonal skills is not new to law enforcement. Sir Robert Peel highlighted interpersonal skills in his 1829 Principles of Law Enforcement, which are essentially principles of ethics. Principle 2 states,

> *The ability of the police to perform their duties is dependent upon public approval of police existence, actions, behavior, and the ability of the police to secure and maintain public respect.*[4]

Additionally, principle 7 reads in part,

> *The police at all times should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police.*[5]

These principles underscore that police work is a human endeavor. When examining current police training curricula, it is clear that training in officer safety skills is comprehensive, rigorous, and effective. Training in interpersonal skills, however, is in need of a fresh look.

There is no evidence of a stand-alone course in police training that teaches, trains, and evaluates performance in fundamental interpersonal skills. Findings from a Police Executive Research Foundation (PERF) survey on current training practices revealed that interpersonal skills training took up only 5 percent of overall curriculum in 2015.[6] This is a troubling figure, pointing to a significant training deficit in skills such as active listening and responding, competencies at the heart of police work. Interpersonal skills competencies enable police officers to effectively gather information, communicate respect, resolve conflicts, reduce violence, and promote a sense of partnership with the public.

When the topic of interpersonal skills training for police officers comes up, common responses are, "people are born with interpersonal skills or not," "no one can teach these skills," and "we talk about interpersonal skills all the time in the police academy across numerous topic areas." These viewpoints close the door to further conversation and exploration on how to improve the communication abilities of police officers.

What is true is that interpersonal skills are competencies, and their teaching techniques do not vary from the teaching techniques used in officer safety training. For example, in firearms training, recruits must demonstrate and practice clearing a jammed firearm to achieve a designated level of proficiency. Similarly, interpersonal skills training procedures require demonstration and practice to achieve a designated level of proficiency.

## Pilot Training Program in Interpersonal Skills

In spring 2016, the authors paired up to offer a unique initiative, sponsored by Fairfield University's Center for Applied Ethics and the Counselor Education Department. The goal of this initiative was to offer a pilot interpersonal skills training program at no cost to participants to help law enforcement continue to earn the respect and support of the public, leading to safer places for both officers and community members to live and work. Training occurred in six three-hour sessions that were conducted over a three-week period. At the conclusion of the training, the authors reviewed participants' evaluations to determine the program's effectiveness.

Four sergeants and three officers from departments in Connecticut took part in the training program on the Fairfield University campus. Participants were males ranging in age from 27 to 46 years old, with 6–20 years of experience. The authors served as lead instructors, and the coaches were full-time and adjunct faculty members, alumni, and current graduate students in Fairfield University's Counselor Education Department. All of the coaches received an orientation and training materials prior to the start of the training.

Drawing from training curricula in counselor education graduate programs, as well as the training design presented in the instructional handbook, *Policing in the 21st Century: TALK Trumps Technology*, the pilot program emphasized three categories of common police tasks: (1) setting the stage for effective interactions, (2) gathering information and evidence, and (3) summarizing and confirming information and evidence.[7] Under these categories, interpersonal skills were organized, taught, and evaluated in

## CLOSING THE PUBLIC-POLICE DIVIDE: ONE COACH'S REFLECTIONS

One of the coaches who actively engaged in the training sessions is a graduate student in the school counseling program at Fairfield University. She has recently written about her experience to encourage counselors to support their local police through training, such as the pilot program at Fairfield University. This summary of her reflections illustrates how the collaboration between counselors and police changed her perspectives by closing a divide she originally felt between herself and police.

She arrived with feelings of intimidation at the thought of working with a group of law enforcement individuals with up to 20 years of experience. Prior to the training, she had perceived police as tough, stern individuals with guns strapped to them. Initially, this impression diminished her confidence in her ability to coach the participating individuals. She worried that the participants would not be open to learning interpersonal skills, often perceived as "touchy-feely."

She found, however, that participants were extremely open to learning material that was outside the norm for them. For example, participants excitedly shared stories about using their new skills on the job. As she observed their execution of interpersonal skills, she realized that police personnel could learn, practice, and apply these skills. By seeing participants' openness to feedback and their appreciation for an interactive, small group–learning environment, the graduate student gained lessons to take with her into her chosen profession of school counseling. The exposure to police within this collaborative training model enlarged this student's understanding of the scope and challenge of police work, increased her empathy for the human enterprise of police work, and enhanced her general perceptions of police.*

**Note:**

*Kylen Farrell (graduate student, pilot program coach), conversation with the authors, 2016.

a sequential manner in accordance with the standard design of interpersonal skills instruction carried out in counselor education graduate degree programs.

For example, under the category of setting the stage for effective interactions, participants learned and practiced verbal and non-verbal attending skills, door openers, and minimal encouragers. Participants then learned and practiced the skills of focusing, paraphrasing, reflecting feelings, and confronting, which are essential skills for gathering information and evidence. Finally, under the category of summarizing and confirming, participants learned and practiced the skills of clarifying and recapping or summarizing.

Participants attended all sessions and, between each session, completed a reflection form to record the skills they did or did not successfully demonstrate, the learning points they gained from the session, the approach they would take next session to improve their skills, and the extent to which they were open to feedback during the session. In the final session, participants were required to demonstrate all skill competencies acquired throughout the program. They received written and verbal summative feedback on their mastery of these skills, which helped them integrate and transfer their learning to fieldwork outside of the program.

## Participant Evaluation of the Program

Prior to the conclusion of the last training session, the participants completed a final written evaluation form to reflect on their experiences in the pilot training program. Counselor Education Department staff compiled, reviewed, and analyzed the final evaluation data. Responses from all seven participants strongly endorsed the training. They reported that the interpersonal skills were useful to their work, adding that they would immediately apply the skills in the field. The participants also unanimously agreed that this method of fundamental interpersonal skills training would improve the curricula of police academies. As one sergeant with eight years of experience stated,

> *This training needs to be introduced ASAP. As the divide between the police and the public grows, we need to start developing the skills that will bridge this unfortunate divide.*[8]

He also emphasized that this type of training would result in better-rounded officers who are able to interact with the public on a much higher level.[9]

## Police Training and Counselor Education

Police can utilize graduate programs in counselor education to advance the training of police in the 21st century. Training curricula in counselor education integrate interpersonal skills training with the provision of feedback and group work methods, creating a methodology that can be adapted to teach, practice, and master fundamental interpersonal skills. These skills improve police officers' abilities to carry out their duties and to accomplish the ethical imperative to improve their communication skills.

Newly admitted students in counseling graduate programs must complete three credits of coursework in the learning and mastery of basic interpersonal skills. An assumption is not made that simply because a student can speak, he or she has interpersonal skills. The counselor-client relationship is at the heart of effective therapeutic work, and basic interpersonal skills are foundational components for conducting effective counseling interviews. Therefore, it is an ethical imperative for counseling programs to ensure their students have mastered the basic interpersonal skill competencies necessary to work with culturally diverse clients.

The police profession is facing an identical ethical imperative and has a duty to respond. Agencies' ongoing initiatives to improve the public's perception of law enforcement will not accomplish their goal without instilling basic interpersonal skills into their officers. These competencies serve as foundational skills for both counselors and law enforcement.

As demonstrated in the pilot training program, the methodology of the practice and mastery of interpersonal skills is consistent with the practice and mastery of use-of-force skills. The infusion of structured feedback and reflection sessions and the opportunity to work in small groups to learn from instructors, coaches, and peers represent standard teaching methods in counselor education. The participants in the pilot training program gave high ratings to each of these aspects of the training.

## Sustainability and Next Steps

The pilot training model described herein demonstrates sustainability because interpersonal skills training materials exist across counselor education programs and can be adapted to the needs of officers. Once law enforcement officers obtain a strong set of interpersonal skill competencies to balance their strong set of use-of-force competencies, they will feel more confident in creating, altering, and improving interpersonal encounters with the public.

Plans are in place to extend the pilot training program to include "train-the-trainer" programs in three areas that will benefit law enforcement personnel.[10] First, training in interpersonal skills will set the stage for developing other skill sets needed to complete tasks and enhance the image of law enforcement within communities. Second, preplanning for feedback in supervision will strengthen the culture of field officer training programs. Third, learning the skills for facilitating leadership tasks will help senior law enforcement officers and administrators broaden their positive impact when conducting debriefing meetings and community-wide gatherings.

## Accepting Ethical Responsibilities

The results from the pilot training program at Fairfield University establish that law enforcement officers have support for helping them to address the challenges of policing in the 21st century. By learning interpersonal skill competencies, they will strengthen their interactions with the wide variety of styles, attitudes, and opinions present in a multicultural society. If officers of the law learn and master the art of listening and responding, they will achieve a high level of success in their interactions with the public.

When executed according to a purposeful and organized method, interpersonal skills training for officers has the potential to change the culture of law enforcement. If law enforcement officers do not take steps to give interpersonal skills training a central place in the law enforcement curriculum, the divide between the police and the public will become even more pronounced as "US versus THEM." The cycle of discontent will become grave, and the ever-growing prominence of technology will continue to disregard or minimize human interaction skills.

It is time to revisit Sir Robert Peel's principles and adapt them to a programmatic system of training in human relations skills that has the potential to reduce public dissatisfaction and avoid doing harm. Police personnel who participated in the training methodology provided by the Counselor Education Department at Fairfield University are now equipped to share their knowledge and skills with police academies and training divisions within their own departments. If police academy curricula include this type of training, new members of the profession will develop skill competencies in both communication and officer safety to navigate the daily work of policing in the 21st century. If this training is integrated into continuing educational efforts, law enforcement personnel will revisit these

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fundamental skills across their careers to make certain they retain competencies in the art of listening and responding. The outcome of this shift in training will ensure adherence to the ethical principle of non-maleficence and bring police closer to achieving Sir Robert Peel's principle: "The police are the public; the public are the police."[11] ❖

**Notes:**

[1]"Video Shows NYC Protesters Chanting for 'Dead Cops,'" NBC New York, December 15, 2014, http://www.nbcnewyork.com/news/local/Eric-Garner-Manhattan-Dead-Cops-Video-Millions-March-Protest-285805731.html (accessed September 23, 2016).

[2]David Schmidt (director, Center for Applied Ethics, Fairfield University), conversation with the authors, 2016.

[3]President's Task Force on 21st Century Policing, *Final Report of The President's Task Force on 21st Century Policing* (Washington, D.C.: U.S. Department of Justice's Office of Community Oriented Policing Services, 2015), 52, http://www.cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf (accessed September 2015).

[4]Virginia Center for Policing Innovation, "Peel's Principles of Modern Law Enforcement," http://www.vcpionline.org/pdf/Peel's%20Principles.pdf (accessed 2014).

[5]Ibid.

[6]Police Executive Research Forum, "PERF's Survey on Current Training Practices," *Defining Moments for Police Chiefs*, Critical Issues in Policing (Washington, D.C.: Police Executive Research Forum, February 2015), 11–12, http://www.policeforum.org/assets/definingmoments.pdf (accessed March 2015).

[7]Peter J. McDermott and Diana Hulse, *Policing in the 21st Century: TALK Trumps Technology* (Santa Anna, CA: Police and Fire Publishing, 2014). 12.

[8]Participating sergeant, conversation with the authors, 2016; Peter J. McDermott, "The Disconnect in Police Training," *Fairfield University ThinkSpace* (blog) July 28, 2016, http://thinkspace.fairfield.edu/post/148096514607/the-disconnect-in-police-training (accessed September 23, 2016).

[9]Ibid.

[10]McDermott and Hulse, *Policing in the 21st Century*.

[11]Virginia Center for Policing Innovation, "Peel's Principles of Modern Law Enforcement."

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**Diana Hulse** is professor and chair of the Counselor Education Department at Fairfield University. She is co-author and presenter on numerous training initiatives with Captain McDermott.

# Training Toward Law Enforcement-EMS Integration:

## New York State's Efforts at the State Preparedness Training Center


**By Jim Turley, Law Enforcement Coordinator, New York State Division of Homeland Security and Emergency Services (DHSES), New York; Meghan Dudley, Deputy Director for Training Administration, State Preparedness Training Center, DHSES; and Joseph Bart, DO, University at Buffalo, Jacobs School of Medicine and Biomedical Services**

The recent spike in major active shooter events in the United States has forced homeland security officials and first responders to more closely examine techniques and protocols to safely and effectively respond to these attacks. The operational paradigm to "Stop the Killing, Stop the Dying" through an integrated law enforcement and emergency medical services (EMS) response to active shooter events has been promoted by a number of key U.S. local, state, and federal agencies.[1] New York State has been at the forefront of this effort by providing robust, hands-on, scenario-driven training to law enforcement and EMS responders at the State Preparedness Training Center (SPTC).

### The Complex Threat Environment and Recognition of the Importance of Integration Efforts

The threat environment across the globe is becoming increasingly complex in terms of threats posed by active shooters, bombings, and other mass casualty incidents (MCIs). In the past year alone, MCIs have occurred in Paris, France; San Bernardino, California; Brussels, Belgium; Orlando, Florida; Dallas, Texas; and many other places. Many of these events have been marked by a combination of armed attacks with the threat (both real and implied) of improvised explosive devices (IEDs). Given the high casualty counts of recent attacks, the need for the safe, effective, and coordinated response of law enforcement and EMS responders has been recognized in many parts of the United States. The interim between recognizing the need and fully implementing this effort can be difficult and requires longstanding, paradigmatic shifts to both law enforcement and EMS response practices and protocols. New York State's efforts in this area, particularly in terms of training, provide a unique case study to help inform similar efforts in other jurisdictions.

## New York State's Efforts to Support Law Enforcement Specialty Teams

New York State's road to addressing law enforcement and EMS integration has deep roots tied to the state's uniquely high threat level: 15 years after 9/11, New York State continues to be identified as one of the most likely targets of terrorism in the United States.[2] Given this threat level, over the past decade, New York State has made a concerted effort to support the law enforcement specialty teams that are critical in a complex active shooter events, including bomb squads, explosive detection canine teams, and tactical teams. Beginning in 2006, in the wake of terrorist bombings in London, England, and Madrid, Spain, the New York State Division of Homeland Security and Emergency Services (DHSES) leveraged federal funds provided by the U.S. Department of Homeland Security (DHS) to provide direct grant awards to the state's FBI-accredited bomb squads. Since 2006, over $15 million has been allocated to support this program, which has broadened to include required capability assessments (with the DHS Office for Bombing Prevention); required call data reporting (through the Bureau of Alcohol, Tobacco, Firearms and Explosives [ATF]); annual bomb squad symposiums to share information and lessons learned; and advanced training opportunities.

Building on the bomb squad model, DHSES launched similar programs and funding for explosive detection canine teams (beginning in 2008) and tactical teams (beginning in 2013). These programs are a pillar of the state's broader efforts to support law enforcement counterterrorism response capabilities and they help provide the foundation for advanced law enforcement training efforts in the state.

## The State Preparedness Training Center (SPTC)

In addition to the state's mature law enforcement coordination programs, the presence of the SPTC was a second causal factor leading to the enhancement of law enforcement-EMS integration efforts in the state. Located in Oriskany, in the central part of New York, the SPTC provides multidisciplinary training opportunities to law enforcement, EMS, fire, emergency management, and other first responders. Located on 1,100 acres, the SPTC features an indoor "CityScape" (with a school, mall, hotel, and other realistic training venues); a rubble pile for technical rescue and post-blast training; a Field Operations Building (that simulates an EMS facility); and an extensive array of classrooms and woodlands training venues. Since the SPTC's opening in 2006, more than 70,000 responders have been trained by the SPTC, including nearly 14,000 in 2015 alone. The SPTC provides the venues, hands-on training opportunities, and expert instructors required for advanced law enforcement and EMS training.

## Integrated Law Enforcement–EMS Training at the SPTC

New York's uniquely high threat levels, extensive law enforcement coordination programs, and the presence of the SPTC were three of the long-term factors that drove New York toward sophisticated, integrated law enforcement–EMS training. The terrorist attacks in Mumbai, India, in 2008, were the immediate driving factor that led to the development of the SPTC's signature active shooter training opportunities. Following the Mumbai attacks, DHSES began development of an advanced active shooter course in coordination with the University at Albany's National Center for Security and Preparedness (NCSP). Launched in 2010, the Advanced Active Shooter Scenarios (A2S2) course provides training to combat coordinated complex terrorist attacks in which small arms, automatic weapons, and explosives are used to simulate attacks in a jurisdiction at multiple locations. The three-day course includes 30 law enforcement students (including 6 slots reserved for bomb technicians) and 30 EMS students. It relies heavily on a scenario-based approach to guide students into both discipline-specific learning (for example, triage and patient evacuation for EMS, door breaching and room clearing for law enforcement) while exposing students to topics of mutual concern, including tactical emergency casualty care, IED awareness, and the concept and use of a rescue task force. These life-saving skills can be used to save civilians, as well as other first responders.

Since 2010, nearly 900 students from across New York State have participated in the A2S2 course at the SPTC, drawing nearly equally from law enforcement and EMS agencies. In 2015 alone, more than 270 law enforcement and EMS responders were trained in A2S2, representing two-thirds of the counties in New York. The feedback from students on this course is consistently excellent, and demand for the course (which is typically offered six times each year) is high. A2S2 complements other active shooter courses delivered at the SPTC for law enforcement (including the Initial Response to Active Shooters and Team Tactics for Patrol Officers) and EMS (EMS Special Situations, EMS Mass Casualty Incidents), but the element of integration between these two disciplines in hands-on scenarios is what makes A2S2 unique.

## Key Considerations and Lessons Learned from Integrated Training in New York State

The feedback and lessons learned through six years of A2S2 offerings at the SPTC provide a number of actionable insights on how law enforcement can work toward effectively integrating with EMS on a scene. Dr. Joseph Bart, a physician from the University at Buffalo who specializes in law enforcement-EMS integration said,

> *Many of the lessons learned on how to teach EMS came from the training provided at the SPTC. These findings can be used by jurisdictions both large and small as they work to integrate law enforcement and EMS response efforts.*[3]

Key training points identified by Dr. Bart include the following:

- **EMS and Law Enforcement—Integration Should be the Norm, Not the Exception:** EMS and law enforcement do not run parallel jobs that happen to intersect every once in a while; rather, integration and coordination should become the norm, rather than the exception. EMS and law enforcement share the same overarching goal (public safety) in all events; this shared goal becomes even more important in response to active shooter events and other complex MCI incidents.
- **Core Training Needs:** Law enforcement needs the same basic training around threat suppression, hemorrhage control, rapid extrication, assessment by medical providers and transport (THREAT), and tactical emergency casualty care (TECC) that EMS gets. This is the same idea as providing incident command system (ICS) training for all responders and ICS advanced training for key managers and executives. All law enforcement and EMS responders need the basic training and discussion on the continuum of care.
- **Utilizing Medical Experts On Scene:** Unless medically trained, law enforcement responders should leave medical decision-making to medical experts when possible. This advice is not to depreciate the ability of law enforcement, but rather to enhance the working relationship with the medical experts—emergency medical technicians (EMTs). Providing an idea of how many patients there are and a description of potential injuries will help the EMS command determine the amount of medical resources that needs to enter a scene. A general "we need EMS" call is not an effective utilization of resources and could lead to the misappropriation of EMS personnel who can be used for other priorities, including injured officers.
- **Setting the Casualty Collection Point:** As the initial responders to a scene, law enforcement has the first look at casualties. Minimization of EMS movement in and around a warm zone will decrease overall risks to safety that might prevent them from entering. A few principles can help law enforcement set up a casualty collection point prior to EMS entering the scene with the rescue task force.
  - » When law enforcement officers encounter civilians who might or might not be injured, the officers can ask themselves a few key questions:
    - Is the civilian injured?
    - Can the civilian walk?
    - Are you taking them with you or leaving them behind?
  - » By moving non-injured and walking wounded victims to those who cannot ambulate, law enforcement may be able to group those with injuries in one location. This provides a benefit for EMS personnel by allowing them to assess and treat based on known priorities and to lessen the law enforcement footprint needed to secure multiple areas for EMS entry.
- **Clearly Defining Objectives for Training and Missions:** Clear objectives prevent providers from entering a destructive Observation, Orientation, Decision, Action (OODA) loop.[4] At the SPTC, the most common failure in early course scenarios at A2S2 is the lack of decision-making needed to get EMS involved in response efforts. It is imperative that when the immediate direct threat of a gun fight is no longer present, law enforcement makes a quick transition to engaging EMS escort and the rescue task force to treat injured victims. Additionally, EMS personnel must be prepared to enter the scene as soon as they arrive with enough resources.
- **Importance of Coordination and Planning Before an Incident:** Command, communications, and shared mission objectives need to be part of training before the event. The integration of law enforcement and EMS in response operations can be challenging; the time to plan and prepare for these efforts is before a major event occurs.

## The Way Forward

Through the A2S2 model and the corresponding lessons learned from this training, New York State is working to address the need for advanced law enforcement–EMS integration efforts; that said, shifting training and operational practices within these two disciplines is a long-term effort that will require continued and constant attention. The scope of the issue is particularly large in New York State, which is home to more than 550 law enforcement agencies and more than 750 EMS transport agencies.[5] While nearly 900 responders have been trained to date in A2S2, this represents only a fraction of New York's law enforcement and EMS responder communities. To address this and other critical training needs in the state, DHSES recently launched a steering committee to support the continued development of the SPTC and its training programs; this steering committee includes focus groups dedicated to law enforcement and EMS (in addition to the fire service, emergency management, and public health). The work of the steering committee and the associated focus groups will help to define the future of integrated, multidisciplinary training at the SPTC.

In addition to DHSES-sponsored training efforts, New York can also look to highlight and promote local efforts in this area. For example, New York City leveraged the rescue task force concept formally for the first time this year, employing both New York Police Department officers and Fire Department of City of New York personnel in rescue task forces in support of the Fourth of July celebrations in the city. Also, in western New York, responders recently used a rescue task force in Buffalo following a large, public event. Participants included local EMS/Rural Metro Ambulance, the Buffalo Fire Department, Erie County EMS, and the Buffalo Police Department. Dr. Bart reported, "The set up in Buffalo

worked very well—a collaborative effort we have never achieved in the past."[6]

Finally, moving forward, New York will continue to provide unique opportunities beyond A2S2 to promote law enforcement-EMS integration. For example, each fall, DHSES hosts the Excelsior Challenge, a hands-on training event designed to increase operational coordination among bomb squads, explosive detection canine teams, and tactical teams. In 2016, for the first time ever, this event featured a significant EMS component. Two of the scenarios featured EMS elements, including an MCI event modeled after the recent terrorist attacks in Brussels. A2S2 graduates were targeted for participation in the Excelsior Challenge, and lessons learned from this hands-on training helps to inform future training efforts.

Recent events have demonstrated the importance of considering an integrated law enforcement-EMS response to active shooter and other mass casualty incidents. Once a jurisdiction decides to take this approach, the benefits and lessons learned from hands-on integrated training cannot be understated. ❖

**Notes:**

[1]The InterAgency Board, *Improving Active Shooter/Hostile Event Response: Best Practices and Recommendations for Integrating Law Enforcement, Fire, and EMS* (September 2015), http://www.interagencyboard.org/sites/default/files/publications/External%20IAB%20Active%20Shooter%20Summit%20Report.pdf (accessed September 27, 2016).

[2]U.S. Department of Homeland Security, Federal Emergency Management Agency, FY2016 Risk Validation Process, New York State Risk Profile, January 2016.

[3]Joseph Bart, author, 2016.

[4]Grant Hammond, *On the Making of History: John Boyd and American Security* (The Harmon Memorial Lecture, U.S. Air Force Academy, Colorado Springs, CO: 2012), http://www.usafa.edu/df/dfh/docs/Harmon54.pdf (accessed September 27, 2016).

[5]New York State Division of Criminal Justice Services, "Law Enforcement Personnel in 2015," http://dcjs.ny.gov/crimnet/ojsa/2015-le-personnel.pdf (accessed September 27, 2016); New York State Division of Homeland Security and Emergency Services, County Emergency Preparedness Assessment (CEPA) results, 2015.

[6]Bart, 2016.

Cross training between fire, EMS, and law enforcement personnel can include treatment for victims and fellow emergency responders, as well as self-administered first aid, the use of basic life support equipment such as tourniquets, nasopharyngeal airway devices, and coagulant wound packing materials. Such training focuses on the roles, expectations, organization, and management of all first responders.

# Integrated Policing Response for Abused Seniors:

# LEARNING IN ACTION

By Anne Hallée, Communication Officer, Service de Police de la Ville de Montréal (SPVM), Quebec, and Marie Cardinal-Picard, PhD, Training Advisor, Ville de Montréal, Quebec

*This article summarizes several documents developed by the IPRAS team under the scientific direction of Marie Beaulieu and Michelle Côté and the strategic and operational direction of Josée Blais and Migüel Alston. These documents are available at www.spvm.qc.ca/en/Seniors.*

As first responders, police officers often have access to the most isolated individuals, including those who are older persons. Police officers are often an important gateway for older citizens to the community health and social services network. They are called upon to respond to various elder abuse situations, both at home and in senior living centers.

First responders play a key role in investigating or preventing crimes against older citizens. However, the detection and assessment of elder abuse is not systematic. Although they do identify some cases of mistreatment, most first responders (police officers and firefighters) do not have a standardized approach for detecting cases of elder abuse.

Within the next few years, one of every five Montreal residents will be over the age of 65.[1] Currently, in Canada, 4 to 7 percent of people over the age of 65 living at home are mistreated.[2] Many cases of elder abuse go unreported, although the rates of underreporting are unknown. Clearly, police officers are and will increasingly be called upon to ensure the safety of older persons, particularly in cases of abuse.

## Research in Action

The Integrated Police Response for Abused Seniors (IPRAS) is a three-year action research project that has developed, tested, and implemented a police intervention model to counter the mistreatment of older adults. Starting in July 2013 and extending over a three-year period, the project was jointly carried out between the Section de la Recherche et de la Planification (Research and Planning Division) of the Service de Police de la Ville de Montréal (SPVM) and the Research Chair on Mistreatment of Older Adults of the University of Sherbrooke, Quebec.

From the very beginning, the SPVM and the Research Chair benefited from the support of the Seniors Surveillance Committee. This committee brings responders in the field together with police officers to discuss their concerns and needs regarding the safety of older persons in Montreal. The committee played an advisory role within the IPRAS action research project. The project was funded in part by the Canadian federal government for a period of three years (2013–2016) as part of its New Horizons for Seniors program.

## Objective

The objective of this project is to develop a police intervention model to counter mistreatment of seniors based on the following information:

- the police practices to counter mistreatment of seniors in Quebec, in Canada, and elsewhere in the world; and
- the SPVM police officers' practices and needs regarding intervention for countering mistreatment of seniors.

## Methodology

A total of 160 scientific articles and governmental writings were analyzed and 46 police services, 32 partners, and more than 800 SPVM police officers were consulted in the development of this project. Table 1 shows the different activities carried out and the number of writings consulted, as well as the number of participants recruited in order to achieve these objectives.

**Table 1: Overview of Documentary Research and Data Collection**

| TYPES OF ACTIVITIES | ACTIVITIES | FOCUS: DOCUMENTING | | SOURCES |
|---|---|---|---|---|
| | | practices | needs | |
| DOCUMENTARY RESEARCH | Scientific literature review | X | | 125 reviewed articles |
| | Summary of practices and governmental literature review | X | | 35 writings |
| | Inventory of Canadian practices outside SPVM | X | | 46 police services |
| DATA COLLECTION | Online survey | X | X | 661 respondents |
| | Police focus groups Neighbourhood Police Stations (NPS)[1] | X | X | 10 groups in 2 NPSs (117 police officers) |
| | Police focus groups – Investigation centres[1, 2] | X | X | 23 investigators |
| | Observing the police intervention (cobra)[1, 2] | X | X | 3 not targeted, 2 senior targeted |
| | Individual interviews – police officers[1, 2] | X | X | 6 police officers |
| | Individual interviews – partners[1, 2] | X | X | 32 representing organizations |
| | Identifying SPVM's best practices[1, 2] | X | X | 4 cooperation officers; 8 community relations officers – "Senior" mandate; 2 regional projects |

1. Case-study approach (two selected NPSs based on specific criteria[1])
2. Other NPSs or operation centres

## Main Results

The documentation analysis and data collection allowed the project team to classify the main results according to the following themes: highlights of police practices to counter mistreatment of older adults, observations on the SPVM's police practices, and needs expressed and barriers encountered by the SPVM police officers.

Based on the results of this study, the SPVM created tools, such as training modules, a methodology, an intervention process for seniors, and a checklist, to help patrol officers and responders detect cases of mistreatment and refer victims to appropriate resources. These tools support police officers' work and help them respond more effectively to cases of elder abuse.

This project helped the SPVM standardize its police practice model to fight against the mistreatment of older adults, in partnership with stakeholders from Crime Victims Assistance Centers (CAVAC), the Integrated University Health and Social Services Centers (CIUSSS), and workers in the field. The IPRAS model aims to train SPVM police officers and provide them with the tools they need to prevent or detect cases of mistreatment, intervene, and ensure follow-up with the victims and refer them to the appropriate resources or support them through the legal process.

Since May 5, 2016, the police officers of the 32 neighborhood police stations, as well as the investigators from the four investigation centers and the SPVM's Division des fraudes (Fraud Division), have applied the slogan and visual signature to unify all of the SPVM's prevention messages with regard to elder abuse and crimes against older people. (See, for example, the bookmark displayed in Figures 1 and 2.) Officers can also reach out to the people around older adults who can make a difference: family members, friends, neighbors, store employees, and employees of banking institutions.

## The Power of Networking

The intervention model developed in Montreal is innovative. With this new approach, police officers handle all cases of elder abuse. Whether the situation is criminal in nature or not, officers complete a report, and they refer each victim to resources for help and appropriate follow-up.

With the cooperation of its partners, the SPVM is able to realign police work to its primary mission—to ensure the safety of all the citizens in its community, including older adults. The stakeholders take care of the victims based on their respective areas of expertise, which allows responders in the field and police officers to offer services and resources that are more in line with an older person's needs. Together, they are reinforcing the public safety network around older adults who are victims of elder abuse. This tight networking improves interventions and follow-up.

Compared to the practices of many other police services, the IPRAS model offers an organizational culture to fight against the mistreatment of older adults across the service instead of only

**Figure 1: Prevention Message Bookmark (Front)**


**Figure 2: Prevention Message Bookmark (Back)**


within a specialized unit. All Montreal police officers are trained and given the tools to respond to cases of elder abuse.

Moreover, the IPRAS model is based on a methodology that specifies the roles of police officers at different intervention levels for older adults who are being mistreated. From patrol officers to community relations officers, consultation staff, and investigators and police officers (in partnership with responders in the field), every one of them respond at all levels to fight against the mistreatment of older persons.

## Components of the IPRAS Model

The IPRAS model comprises five integrated components. Police intervention areas are at the the center of these components. The model's other components run crosswise to the intervention areas because they offer necessary support to help the police be as efficient as possible (see Figure 3).

The model has 22 courses of action, and the practices for each of them were developed within the police service. Perspectives for ongoing improvements were also identified and will allow for longer-term practices to be established.

## Cross-Cutting Support for Knowledge Transfer

The research for the IPRAS model highlighted that police officers do not believe themselves to be well-equipped to detect situations of mistreatment of older adults or to intervene or act when the older adult's trust and collaboration are not yet acquired. Indeed, police officers of all functions need basic training regarding the mistreatment of older adults, including training on how to detect these situations. In addition, research shows that intersystem collaboration is essential to address multiple aspects of mistreatment (social, medical, legal, etc.).

To meet these needs, the following course of action was designed:

1. Improve general awareness for all SPVM police officers
2. Provide specific training depending on the police officers' functions
3. Improve the dialogue among and the knowledge brought by the various partners
4. Improve communication with the health and social services network by lessening the barriers to information sharing
5. Strengthen operational links with partners

## Learning in Action

In regard to improving general awareness for all SPVM police officers, an online training module was developed on the SPVM's online platform. A list of public services and non-profit organizations for each neighborhood police station and division of the police service is also available on the SPVM's online platform.

The online training module, therefore, serves as an aid that can easily be consulted in one of two ways: (1) during activities specifically targeting the development of skills, independently or in a

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| 7.62x39 Ball | 2350-2410 (ft/s) | AK 47 | YES |
| 5.56x45 M193 | 3150-3200 (ft/s) | M16 / AR 15 | YES |

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**Figure 3: IPRAS Model**

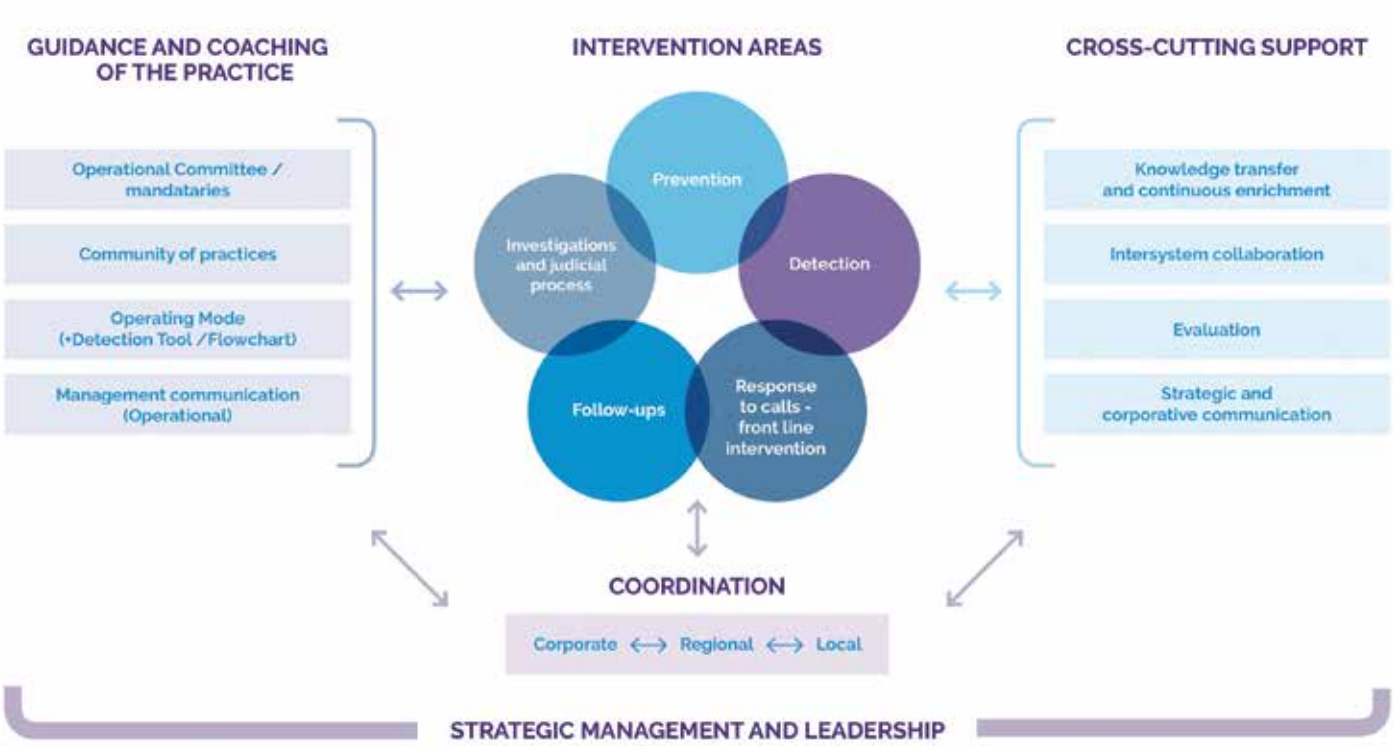


**Figure 4: Training Portal**


controlled manner, and (2) during police operations—in action—to find a response for a specific situation. The training portal can safely be accessed online, anytime, anywhere, using a web-enabled device.

The training module includes the following elements:

- What is elder abuse? (useful definitions, data on the prevalence of the phenomenon, the importance of police intervention, and descriptions of types of abuse)
- How to detect abuse (content of the pocket checklist distributed to police officers)
- How to respond to a call when mistreatment is detected (logic diagram taken from the operating model)
- How to determine whether or not it is criminal (links between the types of abuse and offenses)
- Who does what? (operating model)
- Who can help me? (list of public services and non-profit organizations)
- Test your knowledge! (true/false quiz)
- Is it abuse or not? (examples of fictitious cases, with questions)
- Toolbox (all these useful documents in one place)

### *Impact of Training*

The online trainings proved to be effective in supporting patrol officers and managers in their role within the IPRAS. The online training content includes various themes to meet the needs of police officers at all levels, and it serves as a reference for police officers. They use it, as needed, mainly at the start of a project, in order to familiarize themselves with the issue of elder abuse and police intervention in such cases. If continually enhanced and updated, the online training can prove to be an excellent ongoing training tool for police officers.

## Other Ways to Use the Model

The IPRAS model can be applied to other police services; it can also apply to other social issues requiring concerted effort from other responders, such as mental health. That is why the SPVM and the Research Chair are raising the awareness of the IPRAS intervention model in the scientific community and among other police forces.

At the end of the action research project, the SPVM and the Research Chair published an accompanying guide for implementing the IPRAS model. This guide is reflective of the experience acquired by the SPVM during the pilot project conducted in seven local units (neighborhood police stations) and four regional investigation units (divisions) and during the model's implementation within all of its units.

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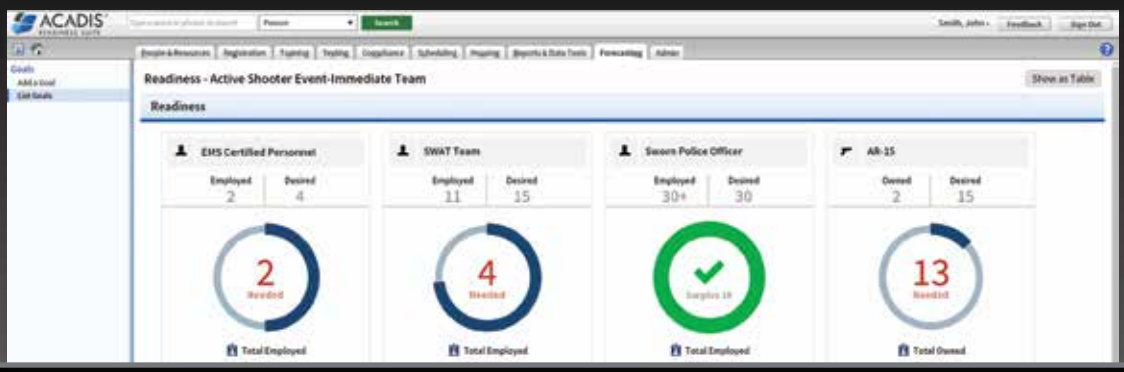


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The toolkit contains documents giving a thorough overview of the IPRAS model, applied across the SPVM since June 2016; examples of tools and documents developed by the SPVM to implement and support the application of the model within its service. These tools and documents are offered to all police services interested in implementing the IPRAS model, as examples that may be adapted. They are available at www.spvm.qc.ca/en/Seniors.

In the 2015 *World Report on Ageing and Health*, the World Health Organization (WHO) used the IPRAS model as an example of the various initiatives taken in Quebec.[3] The WHO ranks the IPRAS model, the result of an inter-sectoral action research project, among inspiring models for the future, demonstrating the IPRAS model is already leaving a worldwide mark on the response to elder abuse. ❖

**Notes:**

[1]Ville de Montréal, *Plan d'action municipal pour les aînés 2013–2015 de la Ville de Montréal*, http://ville.montreal.qc.ca/pls/portal/docs/page/d_social_fr/media/documents/Plan_action_municipal_aines_2013_2015.pdf (accessed October 10, 2016).

[2]Ministère de la Famille et des Aînés, *Plan d'action gouvernemental pour contrer la maltraitance envers les personnes aînées 2010–2015* (Québec : Gouvernement du Québec, 2010), https://www.mfa.gouv.qc.ca/fr/publication/documents/plan_action_maltraitance.pdf (accessed October 10, 2016).

[3]World Health Organization (WHO), *World Report on Ageing and Health*, 2015, http://www.who.int/ageing/publications/world-report-2015/en (accessed in September 28, 2016).

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# An EPIC Idea by NOPD:

## A New Model for Ethical Policing

**By Jonathan S. Aronie, Consent Decree Monitor, New Orleans, Louisiana**

The New Orleans, Louisiana, Police Department (NOPD) has had its share of problems. Its history includes poor training; weak supervision; excessive force; racial profiling; biased policing; inadequate investigations; and, of course, the imposition of a federal consent decree in 2012. However, the department has worked hard to reinvent itself, and, while it still has a way to go to shed the vestiges of its past, the NOPD has shown itself willing to take bold strides down paths many other departments have feared to tread.

In June 2010, the NOPD engaged a civilian to run its internal affairs department. In November 2010, the department signed a formal cooperation agreement with the local independent police monitor, a position created by the voters of New Orleans to provide civilian oversight of the department. In 2012, the department rolled out one of the United States' first, agency-wide body-worn camera programs. Throughout 2014 and 2015, the department developed and implemented a number of revised policies reflecting best practices in the areas of vehicle pursuits, uses of force, misconduct investigations, and discipline. And, in February 2016, in a move that flew in the face of the trend among police agencies (and state legislatures), NOPD took a strong stand in favor of transparency by implementing a formal policy promoting the prompt, voluntary public release of critical incident videos. Each of these actions shows courage, commitment, and confidence.

Earlier in 2016, the NOPD took another big step along the path of innovation with the creation of its EPIC peer intervention program. EPIC (for "Ethical Policing Is Courageous") is a program created by NOPD's own officers with the help of experts that builds upon years of social science research into "active bystandership."[1] The science upon which EPIC rests finds its origins in studies of the Holocaust and other human rights atrocities where otherwise moral and upstanding citizens stood back and said nothing, when most, in hindsight at least, would say they should have spoken out. Simply put, an "active bystander," as distinguished from a "passive bystander," is one who intervenes to protect others rather than standing by and watching wrongdoing occur.

Ironically, while police officers clearly are not passive bystanders when it comes to helping civilians, police are often far more passive when it comes to keeping their peers out of trouble. This is not in reference to physical danger—officers are very quick to jump into a fight, run toward danger, and put themselves at great risk of physical harm to protect another officer. However, while police officers readily intervene to protect their peers from physical harm, they are less likely to intervene to prevent those same peers from making a mistake or engaging in misconduct that can cost them their careers. Although he was speaking about humans in general, not just officers, Mark Twain captured this sad irony well when he said, "It is curious that physical courage should be so common in the world and moral courage so rare."[2]

NOPD's EPIC program takes Twain's commentary head on. EPIC seeks to train and empower each of the department's more than 1,100 officers to effectively and safely intervene in other officers' conduct *before* a mistake is made or misconduct occurs. Through classroom training, scenario-based role play, and department-wide reinforcement, EPIC trains officers to notice when an intervention may be necessary, gives them the tools to take action effectively and safely, empowers them to act regardless of the rank of the person requiring the intervention, and protects them when they do intervene. (NOPD's recently adopted discipline policy identifies a successful intervention as a formal mitigating factor that must be considered in any disciplinary proceeding.)

But EPIC also is as much about accepting intervention as it is about intervening. EPIC teaches officers of all ranks that a good-faith intervention is not something to spurn, but something to embrace as a sign of care, respect, and teamwork. NOPD officers are taught that the EPIC pin they will receive after their training is a statement to their colleagues (again, regardless of rank) that the wearer *gives permission* to be the subject of an intervention when necessary to prevent a serious mistake and misconduct. The concept of "I give you authority to help protect me and my family" is a powerful one indeed.

Just as police academies for years have taught officers to use their batons, firearms, vests, and handcuffs as survival tools, NOPD's EPIC program adds active bystandership and peer intervention to each officer's survival toolbox. As police officers are significantly more likely to lose their career as a result of misconduct than they are to get shot in the line of duty, these new tools are critical and timely.[3]

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In the words of NOPD Deputy Chief Paul Noel, one of the most ardent promoters of the EPIC program:

> *If we can get even a fraction of our officers to become courageous enough to say to a peer, or even to a supervisor, "hey, don't do what you are about to do; you'll hurt someone, you'll lose your job, and your family will suffer," then we will save lives, families, and careers.*[4]

The question of why good people do not intervene to help others as often as they should has perplexed social scientists for years. Those interested in the science behind this reality should read about Dr. Ervin Staub's experiments in Cambridge, Massachusetts, involving the actions—or, more accurately, the inactions—of passers-by who come upon a stranger in distress on a public street.[5] With a little reflection, it is likely most people can recall a time when they wished they had said something or done something, but didn't. In the context of a law enforcement agency, however, passivity has significant consequences to the public, the officers, and their families. This leads to the question, why do officers who routinely and unthinkingly intervene to protect civilians have such a hard time saying to their peers "don't do what you are about to do"?

The answer lies in what Dr. Staub, a leading researcher in this area and a contributor to the NOPD EPIC program, calls "inhibitors."[6] While a full discussion of the inhibitors within police culture is beyond the scope of this article, suffice it to say they include concerns like the fear of disapproval from peers, the fear of reprisals (e.g., someone not having their back when needed), and the fear of making a mistake or misinterpreting a situation (something especially common among newer officers). These and other social inhibitors are very real, very powerful, and very ingrained in police culture. Rather than pretending these obstacles to active bystandership do not exist, as many ethics-based police programs do, the EPIC training acknowledges their existence and offers officers tactics and strategies to overcome them.

The premise of training officers to prevent serious mistakes or misconduct before they occur is an elegant solution to a long-existing problem. Dr. Joel Dvoskin, one of the contributors to NOPD's program, candidly describes the dilemma facing police officers this way:

> *If I step in and intervene on another cop, I'll be labeled a non-team player, and then I can't be sure he'll have my back when I need him. But if I don't step in, then others may be hurt, and his job and mine are on the line.*[7]

EPIC is an answer to this dilemma. In typically colloquial fashion, Dr. Dvoskin tells officers "EPIC helps you not have to choose between these two [bad] options." And, with the growing trend among courts to hold non-intervenors legally liable for their inactions, the consequence of making the wrong choice in this dilemma has become all the more personal for officers and their families.[8]

The NOPD EPIC program is still in its infancy, but it shows great promise. The department is rolling out training (lecture, discussion, and role play) to all leadership personnel, supervisors, and officers. The principles of peer intervention are being taught as a stand-alone academy course—for new recruits as well as veteran officers—and are being incorporated into all other academy courses. Consequently, in addition to learning about active bystandership in the EPIC training module, officers also explore those principles in their use-of-force course, their handcuffing course, their driving course, and so forth. In addition, the department has designed the training component of the EPIC program on a "continuous improvement" basis. The ideas, tactics, and strategies developed by the officers during their role-play scenarios are incorporated into the EPIC training and shared with each subsequent class of officers. In this

way, NOPD's officers truly are the developers of the course's content.

EPIC is not limited to classroom training and role play. The NOPD is taking steps to reinforce the EPIC principles throughout the department. Active bystandership and peer intervention will be emphasized in roll call training, periodic electronic training bulletins, and video reminders from leadership. And the EPIC pin, previously mentioned, was designed to serve as a reminder to all that intervention is not only authorized, it is expected. In many ways the EPIC pin is the physical embodiment of the core EPIC principle that an officer should be as courageous to prevent serious mistakes or misconduct as he or she is to protect a peer from physical harm.

NOPD's EPIC efforts go further than internal promotion, though. The department is in the process of partnering with local schools to bring the peer intervention message to the youth of New Orleans. Considering the success college campuses across the United States have had using peer intervention tactics to reduce sexual assaults on campus, NOPD's desire to spread the active bystandership gospel beyond the police department is laudable.[9] Indeed, NOPD is also in the process of working with the University of New Orleans to develop and stand up an external website to promote active bystandership and peer intervention beyond the borders of New Orleans. The site will give officers (and others) a forum to share their intervention tactics and their stories of successful interventions. The department expects the site to go live this winter.

NOPD believes its efforts to promote EPIC not only will help protect civilians, but also will help save officers' lives. NOPD Police Superintendent Michael Harrison described it this way:

> *The stress on police officers is formidable. This stress all too often leads to traffic accidents, burnout, alcoholism, and even suicide. EPIC helps us fight against this tragic reality. Just as EPIC teaches officers to intervene to prevent mistakes and misconduct, the same peer intervention strategies can be used to help an officer step in and save a colleague who is on a downward emotional spiral.*[10]

The superintendent's hopes are not unrealistic. Other industries have successfully used peer intervention programs for years to cut down on alcohol abuse, drug abuse, and burnout.[11]

With so much news coverage focusing on the negative aspects of policing, EPIC is something the NOPD should be quite proud of. It also presents a model that other departments might seek to emulate. As the National Association for Civilian Oversight of Law Enforcement noted in its testimony to the President's Task Force on 21st Century Policing, peer intervention training teaches officers, "in a practical and positive way, the powerful influence that police officers have on the conduct and behavior of their fellow officers."[12]

The NOPD has developed a workable and scalable model of teaching active bystandership within a police organization that can be adapted to help other departments. It is easily taught and easily learned. And there are numerous positive outcomes—it helps cities reduce their legal exposure from misconduct; it helps departments keep their customers (civilians) safe; it helps officers keep their jobs (and sometimes their lives); it helps families keep their earners employed; and it protects civilians.

NOPD's EPIC program is not a panacea for all the problems facing police departments today—or even for the specific problems still facing NOPD today. But NOPD's new model of ethical policing helps blaze a trail that other departments soon may follow. ❖

**Jonathan Aronie** is a partner at Washington, D.C., law firm Sheppard Mullin Richter and Hampton LLP and the federal monitor over the New Orleans Police Department Consent Decree. Jonathan was appointed by the United States District Court for the Eastern District of Louisiana in August 2013, and reports directly to U.S. District Court Judge Susie Morgan.

**Notes:**

[1]Among the national experts supporting the development of NOPD's EPIC Program are Dr. Ervin Staub, Dr. Joel Dvoskin, and Sgt. Michael Quinn (retired).

[2]Bernard Devoto, ed., *Mark Twain in Eruption: Hitherto Unpublished Pages About Men and Events* (New York: Harper & Brothers, 1940), 69.

[3]According to the National Law Enforcement Memorial Fund's Law Enforcement Officer Fatalities data (www.nleomf.org/facts/officer-fatalities-data), 348 officers were shot in the U.S. from 2006 through 2011. In contrast, according to a study funded by the U.S. Department of Justice, National Institute of Justice, more than 6,700 police officers were arrested between 2005 and 2011. See Philip M. Stinson, Sr., et al., *Police Integrity Lost: A Study of Law Enforcement Officers Arrested*, April 2016, https://www.ncjrs.gov/pdffiles1/nij/grants/249850.pdf (accessed September 29, 2016). It safely can be assumed the number of police officer terminations far exceeded the number of officer arrests during that same time period. See also, generally, Michael Quinn, *Walking With the Devil: The Police Code of Silence*, 3rd ed. (Quinn and Associates Publishing and Consulting, 2016).

[4]Paul Noel, interview with author, May 2016.

[5]Ervin Staub, *The Roots of Goodness and Resistance to Evil: Inclusive Caring, Moral Courage, Altruism Born of Suffering, Active Bystandership, and Heroism* (New York: Oxford University Press, 2015), 4–5.

[6]Ervin Staub, "How Can We Become Good Bystanders—in Response to Needs Around Us and in the World?" chapter 13, in *The Roots of Goodness and Resistance to Evil*, 151–156.

[7]Joel Dvoskin, interview with author, August 2015.

[8]See, for example, *Torres v. Allentown Police Department et al.*, Civil Action No. 13-3066 (E.D. Pa., 2014).

[9]Tyler Kingkade, "This Is Why Every College Is Talking About Bystander Intervention," *The Huffington Post*, February 8, 2016, http://www.huffingtonpost.com/entry/colleges-bystander-intervention_us_56abc134e4b0010e80ea021d (accessed September 27, 2016).

[10]Michael Harrison, interview with author, May 2016.

[11]See, e.g., "Alcohol Abuse Prevention Campaign Creates a Buzz," Military.com, May 2007; Rudy M. Yandrick, "Getting By With A Little Help From Friends," *HR Magazine*, October 1, 2000, https://www.shrm.org/hr-today/news/hr-magazine/pages/1000yandrick.aspx (accessed September 29, 2016); James W. Pichert et al., "An Intervention Model That Promotes Accountability: Peer Messengers and Patient/Family Complaints," *Joint Commission Journal on Quality and Patient Safety* 39, no. 10 (October 2013), 436–446, http://www.jointcommissioninternational.org/assets/1/7/Journal_0ct_2013-pichert_436-446.pdf (accessed September 29, 2016); Samantha Zevanove, "Peer Intervention is Defense Against Sexual Violence, *The Daily Californian*, September 16, 2016, http://www.dailycal.org/2016/09/16/peer-intervention-defense-sexual-violence (accessed September 29, 2016).

[12]*The President's Task Force on 21st Century Policing: Independent Oversight and Police Peer Intervention Training Programs That Build Trust and Bring Positive Change* (2015) (appendix to written testimony of Barbara Attard, Past President of the National Association for Civilian Oversight of Law Enforcement), 3, https://d3n8a8pro7vhmx.cloudfront.net/nacole/pages/115/attachments/original/1458136192/Barbara-Attard-Task-Force-on-21st-Century-Policing.pdf?1458136192 (accessed September 26, 2016).

PRODUCT FEATURE:

# HAZMAT INNOVATIONS KEEP POLICE AHEAD OF THE CURVE

By Scott Harris, Freelance Writer

One of the many challenges police departments face is keeping pace with the illegal tactics and products would-be criminals are always attempting to propagate. Whether they are new drugs, new weapons, or just a new way of skirting justice, there always seems to be something different on the scene.

This is perhaps most true—and most dangerous—in the area of hazardous materials. Fortunately, several manufacturers are working to equip law enforcement with the tools they need to handle threats involving hazardous materials with maximum efficiency and effectiveness.

## Detection

As many officers know, fentanyl is a popular intoxicant for many drug abusers. The synthetic opioid is one of the most widely abused pharmaceuticals in the United States. The National Forensic Laboratory Information System revealed last year that state and local labs reported 3,344 fentanyl seizures in 2014, up from 942 in 2013.[1]

What makes fentanyl particularly dangerous to police officers, though, is that is can be manufactured and distributed in inhalant form, which means officers could unintentionally inhale it when responding to a drug call. It has a rapid onset, meaning its potentially debilitating effects can set in within seconds of exposure.

"It gets in the air, and even a low amount can cause bodily damage," said Eric Roy, strategic program manager with Cobalt Light Systems, a British company.[2]

Exposure to fentanyl—and a host of other hazardous materials—can be greatly reduced by using RapID, a portable materials identification and verification system. To do its work, RapID uses Raman laser spectroscopy, which provides a safe, fast, reliable, and accurate means of identifying unknown solids and liquids. The device detects the chemical fingerprint of a given substance and compares it against the chemicals in its customizable library.

But plenty of other hazmat detectors also use this sort of methodology. What sets RapID apart, Roy said, is its ability to see through walls. "We're the only people who can make a detection through opaque surfaces," Roy said. "You just point and shoot, and the software does the rest."[3]

Launched in April 2016, RapID can detect materials through opaque and colored sacks, tubs, bottles, and other surfaces. It can do so in just seconds. This capability helps officers avoid the contamination issues that can arise when a given container must be opened to obtain a material sample for detection. And, of course, with new hazardous materials or explosives always possible, not having to open or puncture a container is a huge boon to officer safety.

"Officers could open up a package and wear gloves, but moving something even a little bit can be dangerous; it could be the difference between a positive ID and a detonation," Roy explained. "Now, you can do it through the container. It really reduces the risk."[4]

In addition to police customers, Roy said a number of large fire departments and military entities use RapID. In addition to its special detection capabilities, RapID employs a variant on the traditional Raman laser beam that lowers the chance of the laser accidentally burning or otherwise disrupting a particularly sensitive sample.

Even if unexpected drug exposure isn't a risk, officer safety depends on awareness of hazardous substances before they're encountered firsthand. DQE, Inc., based in Fishers, Indiana, has long been recognized as a leader in hazmat response and emergency preparedness. The Hazmat Smart Strip is a reactive, pocket-sized badge that can be attached to clothing or almost any other surface and changes colors to indicate the presence of one of eight classes of potentially hazardous chemicals.[5]

## Protection

It probably goes without saying that maintaining safety while handling or interacting with hazardous materials is the most important aspect of the process. There is a range of gear and equipment that ensures the safety of handlers and civilians alike.

But there is also new equipment that can make the process easier and faster as well as safer. One of the most vital pieces of hazmat response equipment, the respirator, has to be in good working order. Respirator function is assessed through a fit test, but this has typically been a time-consuming and cumbersome process, with tests taking up to 15 minutes per respirator.

The Quantifit, a respirator fit tester designed by Hoover, Alabama, company Occupational Health Dynamics (OHD), reduces the average test time down to just three minutes. That's a huge potential time savings, especially when many respirators are being tested at once.

According to Luke Allen, OHD's chief sales officer, this can save "thousands of hours" in the aggregate for large departments. At the same, the Quantifit's controlled negative pressure technology places it at the top of the market for accuracy.[6]

"Hundreds of departments use Quantifit," Allen said. "That's from local cities up to federal agencies. The testing time is often what's difficult about fit testing. We reduce that time, and if you have a department with, let's say, 5,000 officers, that's a lot of time you're saving."[7]

The Quantifit package includes a carrying case, keyboard, onboard memory, and PC connections, as well as other features that allow for easy and quick testing. The controlled negative pressure technology is endorsed by the U.S. Occupational Health and Safety Administration and, thus, can be trusted for safety and effectiveness, Allen said.

"It saves time—not just for officers but for the test operators," Allen pointed out. "It's very easy to use. You don't have to have

anything to use it other than access to power. You just plug it in and run it. It's extremely portable and extremely easy to use and set up."[8]

When it comes to other safety equipment, DQE offers a full range of leak control and repair kits, remediation tools, and containment berms for hazmat situations. DQE's Indestructo Decon Shower is a portable and break-resistant option that meets decontamination specifications and includes two wind screens to prevent overspray.

## Education

It's not always easy to train officers in hazmat safety and response, but there are those who can help along the way. Some of the best helpers are not even alive.

In 2006, a trade show visitor told OK Fine Productions, a manufacturer based in Casper, Wyoming, that they needed a new kind of training dummy for water situations. What they conceived was the Hazmat Decontamination/Water Rescue Dummy, which is versatile enough to help with training in everything from hazardous materials to grain silo accidents.

"These [dummies] help first responders, law enforcement, fire departments, now even hospitals," said Sharon Mooney, OK Fine's production and sales manager. "It's two dummies in one; you can do water rescues and hazmat. That's what's neat about it—how multipurpose it is."[9]

When floating, the dummy, which weighs 120 pounds, sits at a 45-degree angle, mimicking a common human floating position. What's more, each dummy is made from a special material that is not only durable, but virtually waterproof. According to Mooney, tiny holes in the outer fabric allow liquid to drain quickly. One needs only to hang the dummy up in order for it to dry.

For in-depth training, the U.S. Department of Homeland Security provides the Law Enforcement First Responder Training Program.[10] Hazmat awareness and tactical medical training are part of the three-day course, as are up-to-date guidelines on hazmat and other threat response protocols.

Web-based hazmat training is available through SafeResponse.com, a website that provides online awareness-level training programs for public- and private-sector emergency personnel. The courses, which can also be used as refresher training, are funded through a U.S. federal grant. As such, they are all available to users at no cost, according to the Safe Response website.[11] ❖

**Notes:**

[1]Drug Enforcement Administration, "DEA Issues Nationwide Alert on Fentanyl as Threat to Health and Public Safety," news release, March 18, 2015, https://www.dea.gov/divisions/hq/2015/hq031815.shtml (accessed August 10, 2016).

[2]Eric Roy (program manager, Cobalt Light Systems), telephone interview, August 9, 2016.

[3]Ibid.

[4]Ibid.

[5]The DQE website, www.dqeready.com (accessed August 12, 2016).

[6]Luke Allen (chief sales officer, OHD), telephone interview, August 9, 2016.

[7]Ibid.

[8]Ibid.

[9]Sharon Mooney (production and sales manager, OK Fine Productions), telephone interview, August 11, 2016.

[10]Federal Law Enforcement Training Centers, "Law Enforcement First Responder Training Program," https://www.fletc.gov/training-program/law-enforcement-first-responder-training-program (accessed August 12, 2016).

[11]The Safe Response website, www.saferesponse.com (accessed August 12, 2016).

PRODUCT FEATURE:

## HAZMAT SAFETY SYSTEMS

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Cobalt Light Systems Inc.
Communications-Applied Technology
DQE Inc.
HazMatShower.com
OHD Inc.
OK Fine Productions
Rigaku Analytical Devices
SafeResponse.com
Take Back Express
U.S. Department of Homeland Security

# Product update

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


## *Flashlight*

The new Pelican 7600 LED packs 900 lumens into a powerful, high-performance, compact flashlight. At only 6.19" long, it's perfect for a wide variety of applications. It comes standard with three LED colors: white, red, and green, and three modes: high, strobe, and medium, which are programmable. Features include a full-time battery level indicator; beam distance of 225 meters; 29-hour runtime on low; IPX8 rated to be waterproof and submersible; a USB lithium ion rechargeable battery; and an unconditional lifetime guarantee of excellence.

**For more information, visit www.pelicandealer.com.**

## *Public service loan forgiveness*

Student Resource USA is dedicated to raising awareness in the education and public service sectors about programs related to public service loan forgiveness. Student Resource USA offers this service at no cost to public service professionals. Your SR USA resource specialist would like to help you identify various government programs that can reduce monthly payments on student loans and/or forgiveness. These reduction and forgiveness programs are not a secret, but most people are not aware of the requirements. As an additional benefit, SR USA has partnered with non-profit universities around the United States that offer a wide array of degree programs, as well as grants and scholarships that may benefit students from the public service sector.

**For more information, visit www.mysrusa.com.**

## *Video security analytic software*

Arteco's Event Analytics platform combines the power of analytics software with intuitive video security monitoring to push forward the concept of event-driven intelligence for maximum situational awareness, singling out the most relevant information in the face of a security breach. Arteco VEMS integrates and converges third-party sensors into one common platform, allowing for an interoperable system that is easy to use and to provide training for operators. Event Analytics is a separate tool that can be used to analyze events that are managed inside the VEMS and provide greater situational awareness to security teams. Event Analytics can also be used inside the VEMS tool itself or through any browser or mobile device.

**For more information, visit www.arteco-global.com.**

## *Rugged watches*

Casio G-SHOCK announces the launch of its Black Out series: a set of four watches designed to deliver absolute toughness and a stealth look. Designed with military and tactical persons in mind, each of the four watches features a reverse LCD display (black face with white indicators) so as to not ruin night vision or give away the position of the user, in addition to rounded cases to help to avoid catching on clothing. The Series includes the DW6900BB-1; the GX56BB-1; the G100BB-1A; and the AW591BB-1A. All four models are equipped with standard G-SHOCK features important to those working in tactical roles under harsh conditions, including shock resistance, 200M water resistance, countdown timer, stopwatch, and both 12-hour and 24-hour military time formats.

**For more information, visit www.gshock.com.**

### *Flash arrays*

AccelStor, the software-defined all-flash array provider, offers its NeoSapphire 3400 series. Enterprise users are finding these arrays a flawless fit for their virtualization scenarios and boosting virtualized environment storage performance, bringing the experience of running I/O-intensive applications inside virtual machines to the next level. The high-availability NeoSapphire 3706-ES1 provides sustained 360K IOPS for 4KB random writes, with a standard dual-port iSCSI over 10GbE connections and full modular redundancy to protect data and avoid downtime. It contains two complete nodes in one appliance, with real-time data synchronization between nodes through the AccelStor-developed patent-pending FlexiRemap high-availability software technology and a low-latency interlink.

**For more information, visit www.accelstor.com.**

### *Rugged all-in-one vehicle computer*

Ubiqconn announces the MT7000: a durable, all-in-one vehicle terminal for fleet management, asset management, and electronic logging (ELD) applications. It offers a high-end seven-inch display and intuitive user interface with a 10-point multi-touch PCT touchscreen. Its backup battery can power the device independently from the car battery; smart power management features automatically turn it on and off to consistently update positioning information while conserving energy. Moreover, Ubiqconn's open API/SDK support allows users to easily develop custom applications. The MT7000's great hardware, flexibility, and support make it a fantastic platform for a myriad of in-vehicle applications.

**For more information, visit www.ubiqconn.com.**

### *Handheld materials identification system*

Cobalt's Resolve is a ground-breaking new handheld system that identifies hazardous materials through sealed opaque containers. It is designed for applications in hazmat incident management, first response, law enforcement, and screening at ports and borders. It uses a proprietary spatially offset Raman spectroscopy (SORS) technology to detect and identify chemicals through opaque barriers such as colored and non-transparent plastics, dark glass, paper, card, sacks, and fabric. Measured spectra are accurately matched to comprehensive onboard spectral libraries and the system identifies materials including explosives and precursors, hazardous and toxic materials, chemical agents, narcotics, and new psychoactive substances, plus thousands of benign chemicals.

**For more information, visit www.cobaltlight.com/products/resolve.**

### *Video security analytic software*

Arteco's Event Analytics platform combines the power of analytics software with intuitive video security monitoring to push forward the concept of event-driven intelligence for maximum situational awareness, singling out the most relevant information in the face of a security breach. Arteco VEMS integrates and converges third-party sensors into one common platform, allowing for an interoperable system that is easy to use and to provide training for operators. Event Analytics is a separate tool that can be used to analyze events that are managed inside the VEMS and provide greater situational awareness to security teams. Event Analytics can also be used inside the VEMS tool itself or through any browser or mobile device.

**For more information, visit www.arteco-global.com.**

### *Wide-area motion imagery sensor*

MAG Aerospace and Logos Technologies announce the ultra-light Redkite wide-area motion imagery (WAMI) sensor, developed by Logos Technologies. It weighs under 30 lbs and features a 50-plus megapixel camera to image an area up to 4 kilometers (2.48 miles) in diameter (at 12,000 feet AGL), monitoring hundreds of movers at once. It can provide up to 10 video windows within its expansive field of view, allowing multiple users to stream and watch their own area of interest on tablets or other mobile devices. In addition, it records, stores, and processes all activity within its coverage area for up to 8 hours, enabling users to rewind through imagery and analyze past events in real-time or forensically on the ground.

**For more information, visit www.logos-technologies.com and www.magaero.com.**

### *Explosion-proof camera*

Larson Electronics offers the EXPCMR-ALG-OZ-IC-1080P-1227 security camera that provides operators in hazardous areas with crisp 1080p high-definition, high-resolution images. A 5-50mm motorized lens automatically adjusts focus, providing operators with a precise 10x optical zoom and autofocus and 62x digital zoom image. A digital inverter supports both HD-TVI and CVBS analog output to a customer provided remote mount DVR system. This camera measures a compact 12.34" x 3.96" x 4.22". The mounting base allows for precise aiming with 90 degrees of vertical adjustment. It is built to perform under harsh and rugged conditions. This IP67-rated waterproof unit resists the corrosive effects of weather, dust, dirt, and humidity.

**For more information, visit www.larsonelectronics.com.**

# Physiological Effects on Police Officers Performing Field Trauma Medicine and Tourniquet Application

By Todd Larson, MSL, Network Director – Community Partnerships, HonorHealth; Sarah Hubbard, MBA, Simulation Specialist, HonorHealth; and the HonorHealth Military Partnership, Scottsdale, Arizona

Active shooter and violent incidents require quick responses from law enforcement officers to end the threat. The increased frequency of active shooters or violent attacks by organized groups and the rise of lone wolf attacks have placed increased violent crime response and physiological stressors onto police officers.[1] These violent attacks and chaotic scenes often result in multiple critically injured persons and mass casualties. Over time, active shooter response has evolved from various police responses such as the formation of active shooter response teams and diamond formations to the current practice of immediate response by individual officers as they arrive on the scene.

Active shooter incidents often result in human casualties among civilians, police officers, or both, and injuries on the scene often involve life-threatening

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trauma and blood loss. With incidents such as those in San Bernardino, California; Orlando, Florida; Dallas, Texas; Paris, France; Brussels, Belgium; and other mass casualty attacks, the need for first responders to provide immediate lifesaving measures to stop hemorrhaging and save lives of injured officers and citizens is paramount.[2]

Fire or emergency medical services (EMS) personnel often cannot enter the incident scene until the situation is deemed safe, which means law enforcement often encounter victims first and might need to perform emergency medical lifesaving procedures in dangerous situations. Police officers cannot call for fire teams on the radio and wait for help to save a victim from critical and life-threatening hemorrhaging. Medical response, even in urban areas, usually takes several minutes to arrive and start patient care, and, as stated, this response cannot occur until the situation is deemed safe. Law enforcement has traditionally received basic medical training in areas such as CPR, application of direct pressure, and the Heimlich maneuver—and, in recent years, the introduction and staging of medical equipment such as defibrillators has been critical to saving lives while awaiting medical personnel. In addition, reported use of tourniquet intervention has relayed success rates of over 80 percent, with officers requesting additional training in this area.[3] Research on tactical medical skills and treatment priorities has also been requested.[4]

There is an increasing effort across the United States for law enforcement to work jointly with fire and EMS partners on lifesaving response measures such as medical teams who make entry into "warm zones" for medical care. Nonetheless, law enforcement must perform at least some immediate emergency trauma medicine during these violent attacks until EMS partners or fire personnel can arrive. Law enforcement's success in these situations is dependent on access to basic trauma medical equipment, such as tourniquets. The application of tourniquets have been widely successful in military operations, and the use of tourniquets was reported to save lives in recent high-profile mass casualty events such as the Orlando shooting and the Boston Marathon bombing. In addition to access to equipment such as tourniquets, training is crucial in the arena of medical intervention; luckily, the amount of training necessary to apply a tourniquet properly can be accomplished in a very short time. In addition, while standardized training is certainly needed, the use of tourniquets in pre-hospital applications poses minimal risks of limb complications.[5]

## Background to the Research Study

HonorHealth is a hospital network and medical provider in the greater Scottsdale-Phoenix, Arizona, metropolitan area and encompasses two level one trauma centers within its hospitals. HonorHealth operates a unique Military Partnership and Simulations Training Center providing realistic medical training to all branches of the U.S. military, with a focus on battlefield and trauma medicine. In 2015, HonorHealth Military Partnership Simulation Technician Sarah Hubbard, recognizing that injuries and hemorrhage deaths of citizens and law enforcement can be similar to those endured in the military, began tourniquet training and field trauma medical response for law enforcement first responders. The initial training conducted was with the U.S. Marshall Service (USMS) Special Operations Group/Operational Medical Support Unit and centered on field utilization of emergency trauma medicine with a focus on the application of a tourniquet to stop hemorrhaging. Training and related programs by USMS resulted in the lifesaving application of multiple tourniquets in live operations.[6]

As a result of training successes like those by the USMS, the Scottsdale, Arizona, Police Department (SPD) approached Honor Health to train SPD officers in tourniquet application to stop hemorrhaging. SPD purchased tourniquets for all members of the agency (approximately 420 officers). While planning the training, researchers determined that, while training has been done in the area of active shooters and live non-lethal training ammunition scenarios for many years, this emergency medical and tourniquet training could involve research on the physiological effects on police officers involved in a stressful training scenario that required response to an active shooter and application of emergency trauma medicine.

## Current Research Study

The purpose of the quantitative correlation research study conducted jointly with the training was to obtain empirical data of physiological effects and responses (blood pressure and heart rate) of sworn police officers who respond to an active shooter incident or take part in an officer-involved shooting and then administer emergency medical care through the field application of a tourniquet to a severely injured officer or subject with a gunshot wound. Field trauma medicine and tourniquet training included a classroom portion and a live simulation response to an active shooter and downed officer. The classroom training centered on tourniquet applications and related basic lifesaving techniques for field trauma medicine. During the classroom training, voluntary participants completed a questionnaire survey including age, tenure, fitness level, military service, wartime setting deployment, prior medical experience, and prior tourniquet training and related confidence level. Resting blood pressure and heart rate were also recorded during the classroom portion. The active shooter portion involved a sophisticated scenario involving an active shooter scene in a convenience or drug store, nonlethal training ammunitions, live actors, and a simulated downed officer hemorrhaging from a gunshot wound to the leg. At the end of the live scenario, which lasted about four minutes, participants immediately had their blood pressure and heart rate taken for comparison to the resting rates. In addition, about 25 percent of the participants were fitted with a live heart monitor to wear during the duration of the scenario.

### *Scenario Portion*

The scenario started with officers monitoring emergency radio traffic and the response by a fellow officer to a violent shooting encounter. The initial responding officer radioed information and participant officers monitored from a patrol vehicle. After the incident was identified as an active shooter response, the participant officers exited the patrol vehicle to enter the building, where they were immediately confronted with gunfire. They had to locate the active shooter who fled into the building and end the community threat prior to locating the injured officer. The downed officer in the scenario was actually a high-fidelity simulator that was dressed in complete SPD uniform and was able to talk, breathe, register various heart rates, bleed, report a pulse, and respond to medical treatment and intervention.

**Figure 1: Estimated Marginal Means by Age Range**

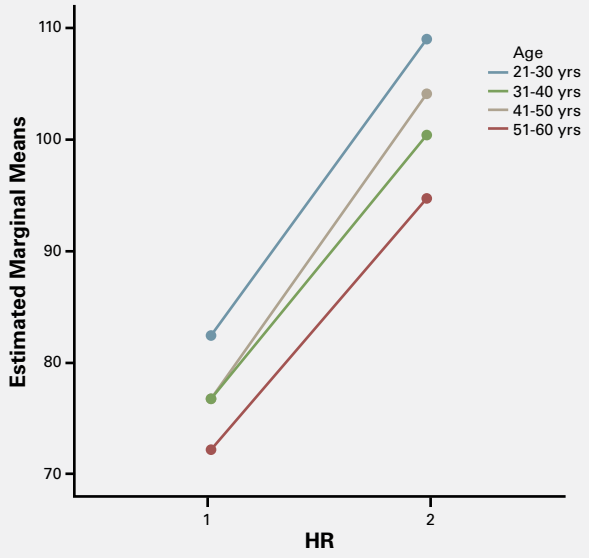
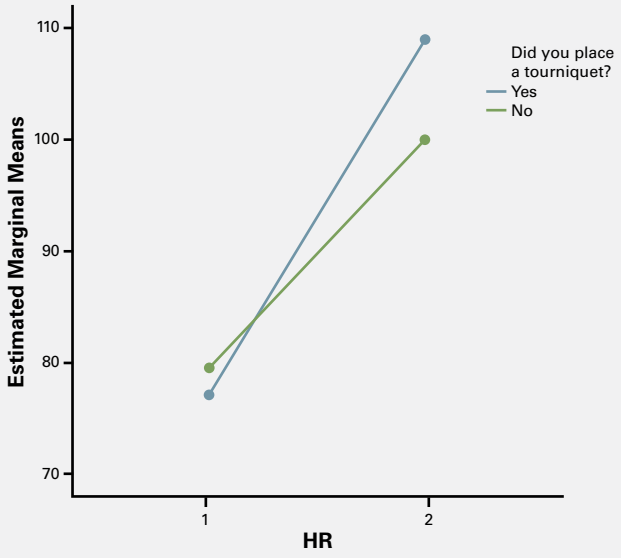



**Figure 2: Estimated Marginal Means by Tourniquet Application**




The high-fidelity officer simulator was bleeding profusely from a gunshot wound to the right leg, and the responding officers were required to apply a tourniquet to stop the hemorrhaging. The simulator has sensors that track whether proper tourniquet application occurred. Various data items were recorded, including which officers applied the tourniquet, time to tourniquet application, and physiological effects for those participants who wore heart rate monitors throughout the scenario. The physiological effects and responses (blood pressure and heart rate) at the end of scenario were recorded and compared with the resting blood pressure and heart rate readings obtained in the classroom setting.

## Research Results

### *Population Sample and Empirical Data*

The population sample was largely composed of male officers between 21 and 40 years of age who had less than 15 years of experience. The demographics of the 236 total participants (all sworn Scottsdale police officers) follows:

- 89 percent were male; 11 percent were female
- 62 percent were 21–40 years old; 38 percent were 41–60 years old
- 70 percent had 15 years or less experience in law enforcement
- 28 percent reported military experience
- 14 percent reported being deployed in a war-type setting

The average time to successful tourniquet placement after locating the downed officer was 41 seconds.

### *Heart Rate Monitor Data*

Sixty-six of the participants wore heart rate monitors during the entire scenario, in addition to the blood pressure and heart rate testing that all participants underwent. The heart monitor data relayed the following results:

- The average peak heart rate was 153 bpm.
- Across participants, the average duration at the peak heart rate was 24 seconds.
- Many participants had a peak heart rate exceeding 170 bpm.

### *Interesting Results*

The research revealed some interesting connections between age or tourniquet use and heart rates.

1. Heart rates for officers aged 51–60 were the lowest, and those for officers ages 21–30 years were the highest heart rates.
2. Officers who applied a tourniquet had a statistically significant difference in heart rate increase than officers who did not apply a tourniquet.

## Conclusion and Items for Consideration

Empirical data from this research are voluminous with significant data available for correlation and causal-comparative analysis of the survey questionnaires results and empirical physiological data. Initial results from the research data for immediate consideration include the following:

- **Tourniquet Placement versus Cover Officer:** Statistically significant physiological differences were identified between the responding officers who applied a tourniquet and the officers who did not. The officers who did not apply a tourniquet provided cover to the partner placing a tourniquet. Even though all officers in the scenario were assaulted by gunfire and involved in an active shooter situation, the officers who had to perform emergency medical care by placing a tourniquet clearly relayed increased heart rates (see Figure 2) compared to the officers

providing cover. In addition, the officers who applied tourniquets to the "victim" experienced higher average elevations of blood pressure than those who did not perform emergency medical treatment.

- **Age and Tenure:** Older and more tenured police officers performed better (i.e., relayed less physiological stress and lower increases in heart rates) than younger officers or those with less than 10 years of experience.
- **Military Experience:** Of those wearing heart rate monitors, officers with military experience relayed much lower heart rate increases.
- **Prior Medical Experience:** Officers with previous medical experience (including military medical experience) performed better.
- **Prior Tourniquet Training:** Of those wearing heart rate monitors, officers with prior tourniquet training performed at about twice the rate of those without prior training.

It is clear from review of the initial research data that the addition of trauma medicine to an officer's responsibilities in the field during high-stress situations causes additional physiological stressors on the officer. Simply adding the application of a tourniquet produces statistically significant physiological stressors on the human body and at a higher rate than involvement in a shooting scenario that does not require the officer to provide trauma medicine. Research results showed that those with prior medical experience or tourniquet training performed at about twice the rate as those without the training. Leaders must recognize the physiological stressors placed on an officer appear to improve with training, which can help in both field applications and overall human performance. Agencies issuing tourniquets or emergency medical equipment should provide training to officers in their utilization and field applications. Tourniquet and medical training should include high-stress and realistic scenarios where the application of a tourniquet in the field would occur.[6] ❖

**Todd Larson** is the network director of community partnerships for HonorHealth. He has oversight of several programs including the Forensic Nurse Examiners, Military Partnership, and Simulation Training Center. Prior to joining HonorHealth, Larson served with the Scottsdale Police Department for more than 22 years. He spent the majority of his law enforcement career investigating felony crimes with SPD's Special Investigations Section, Violent Crimes Unit, and spent four years assigned to the Federal DEA Phoenix Task Force. Larson is in the dissertation phase of a doctorate in organizational leadership and serves as adjunct faculty for the University of Phoenix and Northern Arizona University.

**Sarah Hubbard** has extensive experience in both hospital and pre-hospital settings and has served as a medical simulation technician for the HonorHealth Military Partnership since 2014. Hubbard has specialized in medical field training for first responders in tourniquet application and hemorrhage control through the utilization of live training scenarios incorporating high fidelity manikins. She is also a business owner and guide in Montana.

Special thanks to collaborators at the Scottsdale Police Department Tom Hontz Training Unit, U.S. Air Force Critical Care Fellowship nurses, Force Science, and HonorHealth Military Partnership staff for their assistance during the completion of this project.

**Notes:**

[1]Lydia Alfaro-Gonzalez et al., *Report: Lone Wolf Terrorism* (Washington, D.C.: Georgetown University Security Studies Program, National Security Critical Issue Task Force, 2015), 16, http://georgetownsecuritystudiesreview.org/wp-content/uploads/2015/08/NCITF-Final-Paper.pdf (accessed September 21, 2016); Department of Homeland Security, *Planning and Response to an Active Shooter: An Interagency Security Committee Policy and Best Practices Guide* (November 2015), 1, https://www.dhs.gov/sites/default/files/publications/isc-planning-response-active-shooter-guide-non-fouo-nov-2015-508.pdf (accessed September 21, 2016).

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[4]Matthew D. Sztajnkrycer, "Learning from Tragedy: Preventing Officer Deaths with Medical Interventions," *The Tactical Edge* (Winter 2010): 54–58, http://mtoa.org/wp-content/uploads/2013/12/Learning-From-Tragedy-Sztajnkrycer-2010.pdf (accessed September 21, 2016).

[5]Gabrielle Ode et al., "Emergency Tourniquets for Civilians: Can Military Lessons in Extremity Hemorrhage Be Translated?" *Journal of Trauma Acute Care Surgery* 79, no. 4 (October 2015): 586–591; Eileen M. Bulger, "An Evidence-Based Prehospital Guideline for External Hemorrhage Control: American College of Surgeons Committee on Trauma," *Prehospital Emergency Care* 18, no 2. (April/June 2014): 163–173.

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[7]At the date of publication three life-saving applications have occurred by SPD officers who participated in the research project. Two involved suicide attempts by laceration and the third was a motorcycle accident resulting in traumatic amputation of the lower extremity.

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# Building Response Capacity for Distributed Attacks

*Aftermath of November 2015 Paris Attacks.*
*Photograph property of Ian Langsdon/epa/Corbis*

**By Les Hazen, Eagle Security Group, Inc., Commander (Ret.), FBI Hostage Rescue Team, and Robert Kehoe, Eagle Security Group, Inc., Lieutenant (Ret.) Special Response Team Commander, Evesham Police Department, New Jersey**

According to a study by the Heritage Foundation, there were 60 publically known terrorist plots against the United States during the timeframe between the attacks of September 11, 2001, and June 24, 2013. It is a tribute to the dedicated hard work of law enforcement and intelligence agencies that 53 of these plots were thwarted before the public was ever endangered.[1] The task of predicting who (or what), when, and where terrorists will attack is the ultimate aim of counterterrorist investigation and intelligence analysis because such information may lead to successful interdiction before the plans can be carried out. Such a result is the classic manifestation of the prevention mission area articulated in the U.S. Department of Homeland Security's (DHS's) National Preparedness Goal, which states:

> *Prevention includes those capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. Unlike other mission areas, which are all-hazards by design, Prevention core capabilities are focused specifically on imminent terrorist threats, including on-going attacks or stopping imminent follow-on attacks.*[2]

Unfortunately, actionable intelligence regarding planned attacks is rare, and its absence necessitates an uneasy reliance on indications and warnings intelligence (sometimes referred to as "chatter").[3] Investigative efforts and enhanced security based on indications and warnings may succeed in disrupting attack preparations, but unless those involved in the plan are in custody, terrorist timelines and target venues may be simply transferred to another time and another place, thus restarting the prevention mission cycle. Adding to the difficulty is the reality that would-be terrorists are learning to take advantage of the situations, potential targets, and capabilities that are easily within their reach at any given moment. It is no longer just a matter of attacking iconic targets anymore, which makes it more difficult for responders to anticipate what the next target will be, how the target will be attacked, and how to prepare for it. Law enforcement is thus perpetually challenged to maintain a capability to interdict terrorist attacks *after* they have been initiated to rapidly save and protect lives that haven't already been lost and to eliminate the threat of further losses. Clearly, when the prevention mission is unachievable, law enforcement's role resides in the protection and response missions of the National Preparedness Goal.[4]

If it cannot always be determined who, when, and where terrorists will attack, anticipating how terrorists will strike is all the more important to the effectiveness of the response capability. Analyzing the threat in terms of the adversary's methodology allows responders to identify equipment, training, and personnel shortfalls and to develop counterterrorist capacity across the whole community. To that end, some terrorist tactics can be predicted with a high level of objective confidence. The Mumbai or Paris-style distributed attack methodology is one such example.

## U.S. DHS National Preparedness Goal

***A secure and resilient Nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.***

## The Armed Assault Tactic

Terrorists tend to imitate successful predecessors and frequently default to a signature methodology. But they also value innovation

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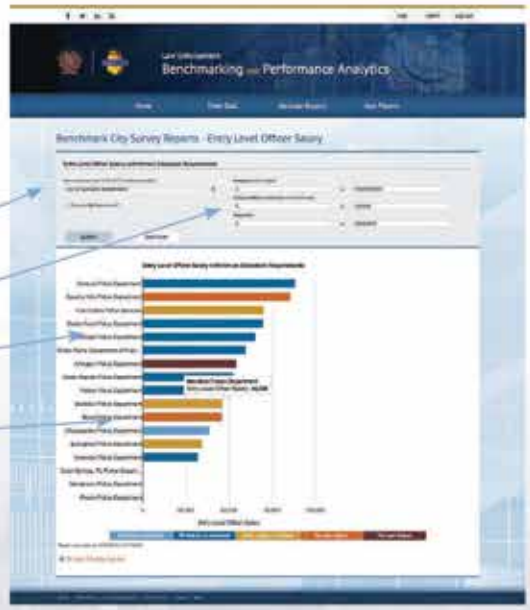


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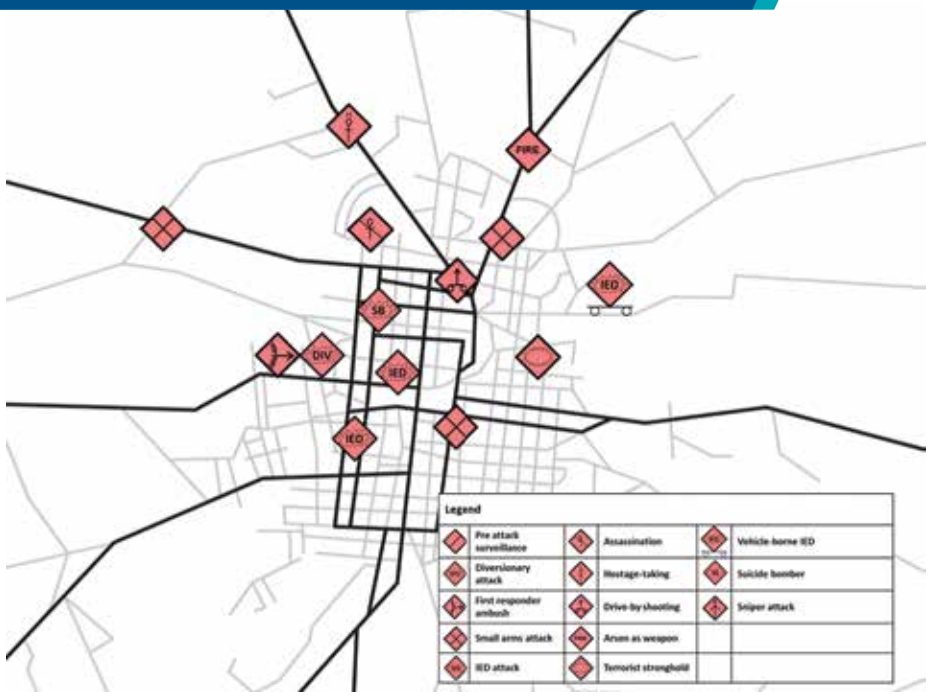


*Figure 1: Hypothetical distributed symphonic small arms and IED terrorist attacks in and around a hypothetical U.S. city. H=hostage; SB=suicide bomber; DIV=diversionary attack; IED=improvised explosive device attack; S=sniper attack. Symbols adapted from Department of Defense, Common Warfighting Symbology MIL-STD-2525B, 2005, www.mapsymbs.com/ms2525b_ch1_full.pdf.*

and seek to employ creative malevolence that circumvents government vigilance.[5] A coordinated series of distributed and symphonic small arms and improvised explosive device (IED) attacks meets both of those criteria, prompting many informed observers to ask publicly and privately whether such an attack can occur in their countries. Indeed, U.S. government planning documents such as the *Strategic National Risk Assessment*, the *2014 Quadrennial Homeland Security Review*, the National Preparedness Goal, and joint FBI/DHS bulletins have all identified the armed assault tactic as a clear and present threat with direct or indirect calls for the United States to be prepared.[6]

What would such an attack look like? Figure 1 portrays a hypothetical terrorist near-simultaneous, distributed attack in and around a hypothetical U.S. city. The tactic is decidedly low-tech, inexpensive, and relatively easy to execute with devastating results. These simultaneous attacks would quickly overwhelm local response capability and tend to elicit an over-convergence of first responders at the initial attack scene where the responders themselves might be targeted. Symbolically displayed in Figure 1 is a threat matrix depicting potential attack methodology, which can include any number and combination of elements such as

- Pre-attack surveillance and reconnaissance
- Diversionary attacks
- Ambush of first responders
- Small arms attacks
- IED attacks
- Assassinations
- Hostage-takings
- Drive-by shootings
- Arson as a weapon
- Terrorist strongholds
- Vehicle-borne IEDs
- Suicide bombers
- Sniper attacks

All of these tactics, in isolation, have been seen before in many cities around the world, and, as those events have demonstrated, any one of these attacks constitutes a significant (and often tragic) event. What is truly alarming is the prospect of choreographed attack execution in combination by teams of committed and trained terrorists. While much discussion occurs about the competing threats of terrorists who enter a country with the intent to stage an attack and "homegrown" violent extremists, the actors' origins are of little consequence to the first responders as they risk their own lives to stop the attack in its tracks.

## Is Active Shooter Response Training Enough?

Following the Columbine High School shootings in 1999, U.S. law enforcement historically reinvented its response tactics to the active shooter phenomenon. There can be little doubt that the new tactics have saved lives. But, as Figure 1 suggests, the active shooter threat has now evolved into something more complex and lethal. The terrorist armed assault tactic described in this article, as well as hybrid targeted violence (attacks using multifaceted weapons and tactics), directly challenges the adequacy of conventional active shooter response strategies in today's counterterrorist threat environment.[7]

Unlike the conventional active shooter who is typically untrained and who, upon the arrival of responding officers, commits suicide approximately 50 percent of the time, terrorists employing the armed assault tactic will fight back, attempt to break contact with law enforcement (or take hostages), re-engage civilian soft targets, and commit suicide with explosive devices carrying the potential for collateral injuries and deaths in their final act.[8] In the 2008 Mumbai attacks, 10 terrorists in four teams attacked 10 distinct targets with small arms, hand grenades, and IEDs, killing at least 172 people.[9] In the Paris attacks, 8 terrorists killed at least 129 people and injured another 352 individuals in six distinct attacks using small arms and suicide explosives.[10]

In these coordinated and distributed attacks, the terrorists exhibited a degree of combat tradecraft, used high-powered assault weapons and explosives, and employed small unit military tactics for which law enforcement might be inadequately prepared through active shooter response training alone.[11]

## Building Response Capacity: Georgia Case Study

Several major U.S. city police departments including, among others, Boston, Massachusetts; Las Vegas, Nevada; Los Angeles, California; and New York City, have taken notice of the Mumbai and Paris attacks and have instituted specialized training and exercise programs. In some cases, departments have organized and equipped teams of tactically trained officers to counter the threat.[12] The state of Georgia has also taken a number of steps to prepare for the possibility of an armed assault within its borders by establishing the Counter Terrorism Task Force (CTTF) in 2004.[13]

The CTTF concept fuses the multidisciplinary operational capabilities from six existing key state agencies into a standing, rapid-response task force managed under National Incident Management System/Incident Command System. The task force serves as the governor's mechanism to provide state-level counterterrorist mutual aid to local jurisdictions affected by acts or threats of terrorism. CTTF is the seamless operational counterpart to the Georgia Information Sharing and Analysis Center (the state's fusion center). CTTF has conducted at least one operational deployment and a number of Homeland Security Exercise and Evaluation Program (HSEEP)-formatted tabletop

and functional exercises. In 2014, CTTF conducted a week-long, full-scale exercise that immersed more than 500 players from 14 state and local agencies in a distributed terrorist attack scenario inside the world-class training venue of the Guardian Centers of Georgia located in Perry, Georgia. This exercise rehearsed, tested, and evaluated an integrated response to a major terrorist event with Georgia law enforcement collaboratively working alongside fire, emergency medical, search and rescue, and other response partners.[14]

In addition to the CTTF, the Georgia Emergency Management & Homeland Security Agency (GEMHSA) sponsored the development of the Distributed Attack Response Tactics (DART) course for inclusion in the Federal Emergency Management Agency's course catalog.[15] This course is specifically intended to assist jurisdictions in developing the core capability to "conduct tactical counterterrorism operations in multiple locations and in all environments" necessary at all levels of government to achieve the National Preparedness Goal.[16] The course is eligible for Homeland Security Grant Program funding at no cost to departments and agencies throughout the United States when properly requested through the state administrative agency state/territory training point of contact in the department's home state.[17] To date, GEMHSA has partnered with the Atlanta Urban Area Security Initiative (UASI) to conduct two DART courses for law enforcement first responders in Georgia and three DART courses for the six SWAT teams that reside within the Atlanta metro region.

*Municipal SWAT members engaged in practical scenario during a 2016 DART course at the Guardian Centers, Perry, Georgia.*
*Photo by Glen Petty, Eagle Security Group, Inc., support staff photographer.*

## DART Course Overview

The DART course is intentionally scalable; active shooter response tactics, techniques, and procedures (TTP) form the foundation of the course upon which are built more advanced TTP appropriate to countering the complex, multiphase terrorist attack. The approach is adapted from SWAT tactics for front-line patrol officers because those tactics have evolved and been refined over decades under actual high-risk conditions. The DART TTPs have been successful for SWAT for years, and there is no legitimate reason these tactics should not be included in the toolbox of patrol officers facing 21st century threats. Therefore, competencies are provided at the individual and contact team level in the following areas (as appropriate to the time, terrain, and resources available):

- Overview and combat mind-set
- Interior and exterior formations and movement techniques including travelling, travelling overwatch, and bounding overwatch
- Focused fire and movement
- Room entry techniques
- Negotiating hallways and stairways
- Planning considerations, initial assessment, and response
- Command, control, and communications
- Single-officer response
- Care and rescue under fire
- Counter sniper
- Breaching familiarization
- Ballistic shield familiarization
- Armored vehicle familiarization
- IED awareness
- Suicide bombers

It's important to note that these dynamic techniques are taught within the context of law enforcement, the Fourth Amendment, and departmental deadly force policies because—despite the extraordinary threat—officers must always operate within the law. In the DART program, therefore, the tactics are never taken out of the law enforcement context and are always within the context of justifiable force and U.S. constitutional standards.

DART's instructional design methodology is performance-based and focuses on mission-essential tasks. Training goals and objectives are substantiated with clearly defined, articulated, and achievable performance standards. Classroom instruction, case studies, and student interaction are positively reinforced with hands-on practical application in scenario-based vignettes in a variety of simulated real-world venues. Realistic training aids such as training rounds and weapons and inert IEDs are employed in force-on-force scenarios based on actual, recreated historical events.

A modified DART course is available for constituted SWAT teams. This version of the course accounts for the increased tactical proficiency of individual operators and is, therefore, more scenario based. SWAT operators in the course are challenged by rapidly evolving and sequential terrorist attack scenarios that replicated a number of historical events:

- Small arms and IED attack by the Lashkar-e-Taiba terrorist group at the Chhatrapati Shivaji Terminus rail station in Mumbai, India (2008)
- Rizal Park bus hostage-taking incident in Manilla, Philippines (2010)
- University of Texas Tower (1966) and Howard Johnson hotel, New Orleans, Louisiana (1973) sniper attacks
- North Hollywood, California, shootout (1997)
- Discovery Building, Maryland, hostage-taking and suicide bomber incident (2010)
- Interdiction of Anders Breivik on Utøya Island, Norway (2011)
- Running gun battle and arrest of Dzhokhar Tsarnaev following the Boston Marathon bombings (2013)
- Entry into the Bataclan Theatre during the Paris attacks (2015)
- Clearing of the Taj Mahal Hotel and terrorist stronghold during the Mumbai attacks (2008)
- Arrests of D.C. snipers John Allen Muhammad and Lee Boyd Malvo, Maryland (2003)
- Execution of high-risk warrants following the 2015 Paris attacks, among several other force-on-force scenarios

## Conclusion

While it can be anticipated that terrorists will attempt coordinated and distributed small arms and IED attacks, predicting where or when such an attack will occur is not possible. It can happen literally in any jurisdiction, at any time, with no warning. Some departments may be better prepared than others, but, perhaps, now is the time for agencies to follow the lead of the major city police departments, mentioned herein, in building capacity to confront this emerging and dangerous threat. Preparation and training is needed to help the brave officers who must engage the adversaries in order to protect their communities. ❖

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***Taoyuan City***

Lee, Yueh Sheng, Lieutenant, Taoyuan Police Dept
Wang, Ping Huang, Assistant Chief of Police, Taoyuan Police Dept

## THAILAND

***Bangkok***

Leechaianan, Yingyos, Major, Royal Thai Police

## TURKEY

***Ankara***

Sazak, Serkan, Superintendent, Turkish National Police

## UKRAINE

***Kiev***

*Maduabum, Leonard, Student, Univ of Ukraine

## UNITED ARAB EMIRATES

***Abu Dhabi***

*Alkaabi, Saeed, Director of Security Analysis Branch, Ministry of Interior
Alnuaimi, Saif Salem, Major, Abu Dhabi Police
*Almazrouei, Khalifa, Director of Strategic & Performance Development Branch, Ministry of Interior

## UNITED STATES

### Alabama

***Alexander City***

Archer, Jonathan, Captain, Alabama Law Enforcement Agency

***Columbiana***

Sample, J R, Chief Investigator, State of Alabama 18th Circuit Court

*Robertson, Jeff, Deputy, Jackson Co Sheriff's Office
Shaw, Donny, Lieutenant, Madison Co Sheriff's Office

***Mobile***

Barber, John, Major, Mobile Police Dept

### Alaska

***Anchorage***

McCoy, Kenneth D,Captain, Anchorage Police Dept

### Arizona

***Colorado City***

Darger, Jeremiah, Chief Marshal, Town of Colorado City

***Flagstaff***

Mihalik, Bradley, Lieutenant, Northern Arizona Univ Police Dept

***Glendale***

*Sanford, Toye L,Sergeant Ret, Phoenix AZ

***Goodyear***

*Maxie Mullins, Lisa, Assistant City Attorney, City of Goodyear

***Maricopa***

Hughes, James, Commander, Maricopa Police Dept

***Paradise Valley***

Carney, Freeman, Lieutenant, Paradise Valley Police Dept

***Peoria***

*Kline, Bruce, Partner, LEAP21

***Phoenix***

Cecil, Damon M,Captain, Arizona Dept of Public Safety
*Coolidge, Courtney, Legislative Liaison, Arizona Dept of Public Safety
*Garcia, Raul, Public Information Officer, Arizona Dept of Public Safety
Kaminski, Keith, Commander, Grand Canyon Univ
Tucker, Chris, Commander, Phoenix Police Dept

***Tucson***
Albers, Christopher N,Chief of Police, Pima Community College Police Dept

## Arkansas

***Little Rock***
*Ralston, Jeff, Applications Development Manager, City of Little Rock

***North Little Rock***
*Helton, Carmen, Officer, North Little Rock Police Dept

## Armed Forces Americas

***DPO***
*Ludwig, Thomas, Advisor, US Dept of State

## Armed Forces Pacific

***DPO***
Gardner, David, Resident Agent in Charge, Naval Criminal Investigative Service

## California

***Barstow***
Tyler, John, Captain, California Hwy Patrol

***Carlsbad***
Magro, Matt, Captain, Carlsbad Police Dept

***Cathedral City***
*Dickson, Dane, Sergeant, Cathedral City Police Dept

***Chula Vista***
*Chacon, David, Operations & Tactical Advisor, Eagle Eye Intelligence
Sallee, Vern, Captain, Chula Vista Police Dept

***Commerce***
Carter, Quitman V,Lieutenant, Los Angeles Co Sheriff's Dept
*Money, Josh, Sergeant, Los Angeles HIDTA

***Concord***
*Owens, Cheryl, Finance Business Operations Manager, Concord Police Dept

***Coronado***
Waczek, Laszlo, Captain, Coronado Police Dept

***Culver City***
Azran, Allen, Assistant Chief of Police, Culver City Police Dept

***Eureka***
*Whitmer, Gary, Sergeant, Eureka Police Dept

***Fair Oaks***
*Lorand, Jane, CEO, WindTunneling Future Insight Maps Inc

***Folsom***
*Rinkel, Sherri, Technical Services Manager, Folsom Police Dept

***Fremont***
*Gebhardt, Michael, Detective Robbery/Homicide, Fremont Police Dept

***Gilroy***
Deras, Joseph, Captain, Gilroy Police Dept

***Granada Hills***
*De La Cruz, Jose, President, Institute of Analytic Interviewing
*Newberry, James, Founder, Institute of Analytic Interviewing

***Hermosa Beach***
McKinnon, Milton M,Captain, Hermosa Beach Police Dept

***Huntington Beach***
*Dereszynski, David, Sergeant, Huntington Beach Police Dept

***Huntington Beach***
*Weizoerick, Tom J,Sergeant, Huntington Beach Police Dept

***Long Beach***
Weiner, David S,Chief of Police, US Dept of Veteran Affairs Police

***Loomis***
*Bach, Patricia, Clinical Psychologist, Bach & Associates Psychological Services

***Los Angeles***
*Avila, Elsa, Sergeant, Los Angeles Co Sheriff's Dept
*Bahena, Beatriz, Administrative Services Manager, Los Angeles Co Sheriff's Dept
Dominguez, Jesus, Lieutenant, Los Angeles World Airports Police
Harrelson, Timothy Scott,Lieutenant, Los Angeles Police Dept
*Hsu, Raymond, Police Psychologist, Los Angeles Police Dept
Marks, Chris, Captain, Los Angeles Co Sheriff Dept
Nieto, Tina, Captain, Los Angeles Police Dept
Pratt, Brian, Captain, Los Angeles Police Dept
*Wiggins, Alex, Chief System Security & Law Enforcement Division, Los Angeles Co Metro Transit Authority

***Marina Del Rey***
*Swartwout, Nicole, Member, California Alarm Assn

***Monterey***
Bruno, Michael, Lieutenant, Monterey Police Dept

***Mountain View***
Frohlich, Dan, Lieutenant, Mountain View Police Dept
Oselinsky, Gregory S,Lieutenant, Mountain View Police Dept

***National City***
Rounds, Robert A,Lieutenant, National City Police Dept

***Novato***
Knox, Jamie, Captain, Novato Police Dept

***Oakland***
Allison, Darren, Acting Deputy Chief of Police, Oakland Police Dept
*Dupree, Luther, Sergeant, Oakland Housing Authority Police Dept
*Fontneau, David L,Director, Orange Co Sheriff's Dept

***Palo Alto***
Binder, Andrew, Lieutenant, Palo Alto Police Dept

***Redding***
Loveless, Mark, Captain, California Hwy Patrol
*Wooley, Marilyn J,Psychologist, Psychotherapy Services

***Sacramento***
Brunet, Mark J,Chief, California Hwy Patrol
Jones, Robert, Chief, California Hwy Patrol

***San Diego***
*Marcotte, Thomas, Associate Professor of Psychiatry, Univ of California San Diego
Ryan, Mark, Lieutenant, San Diego Co Sheriff's Dept
*Stevenson, Michael, CEO, Cordion Corp

***San Fernando***
Vairo, Anthony R, Chief of Police, San Fernando Police Dept

***San Francisco***
*Greene, David, VP of Business Development, Resilio Inc
Williams, David, Lieutenant Commander Services & CIB, US Park Police

***San Jose***
*Quilty, Thomas, CEO, BD Consulting & Investigations Inc
Sung, Rick, Assistant Sheriff, Santa Clara Co Sheriff's Office

***San Mateo***
Earnshaw, Matthew, Lieutenant, San Mateo Police Dept
Monaghan, Ryan, Lieutenant, San Mateo Police Dept
Sanchez, Arthur, Lieutenant, San Mateo Police Dept

***Santa Ana***
Cope, Joseph, Lieutenant, Orange Co Sheriff's Dept
*Gebhard, Caden, CEO, KIT Group LLC

***Santa Barbara***
*Grossini, Jason, Sergeant, Santa Barbara Co Sheriff's Office
*Hiersche, Steve, Sergeant, Santa Barbara Co Sheriff's Office

***Santa Clara***
*Bull, Wesley, President/CEO, Sentinel Resource Group
Clarke, Kurt, Lieutenant, Santa Clara Police Dept
*Dziuba, Judi, Communications Operations Manager, Santa Clara Police Dept
*Rush, Derek, Sergeant, Santa Clara Police Dept

***Sierra Madre***
*Voorhees, Angela, Sergeant, Sierra Madre Police Dept

***Soledad***
Wasson, Damon, Deputy Chief, Soledad Police Dept

***South Pasadena***
*Kirunchyk, Mark, Business Development, ClearAdvancement
*Pearce, Tim, Vice President, ClearAdvancement

***Sunnyvale***
Hunter, Jeffrey, Captain, Sunnyvale Dept of Public Safety
Rushmeyer, Carl, Captain, Sunnyvale Dept of Public Safety

***Vacaville***
Donaldson, Mark, Lieutenant, Vacaville Police Dept

***Ventura***
Bassi, Romano, Captain, Ventura Co Sheriff's Office

***Yosemite National Park***
Martinez, Gustavo, Deputy Chief Ranger, National Park Service

## Colorado

***Aurora***
*D'Carlo, Peteris, Sales Manager, SAF North America

***Brighton***
O'Neill, Terrance, Division Chief, Adams Co Sheriff's Office

***Colorado Springs***
Kramer, Jeff, Commander, El Paso Co Sheriff's Office

***Fort Collins***
Hale, Dennis, Regional Director, Federal Protective Service/DHS
*Volesky, Kristy, Sergeant, Fort Collins Police Services

***Golden***
*Moser, David, VP Fleet and Special Mission Aircraft, Cirrus Aircraft

***Greenwood Village***
Jackson, Arnold D,Assistant Director Field Operations, Federal Protective Service/DHS

***Lakewood***
Loar, Edgar D,Division Chief, Lakewood Police Dept

***Westminster***
Reeves, Todd L,Deputy Chief of Police, Westminster Police Dept

## Connecticut

***Bridgeport***
Dickerson, Brian, Lieutenant, Bridgeport Police Dept

***Granby***
Rosensweig, Carl, Chief of Police, Granby Police Dept

***Middletown***
Perry, Michael, Lieutenant, Connecticut State Police

***Southington***
Baribault, Michael, Lieutenant, Southington Police Dept

## Delaware

***Newark***
Van Campen, Michael, Lieutenant, Newark Police Dept

## District of Columbia

***Washington***
Almog, Yitzhak, Commander, Police & Public Security Ministry Attache
*Bankhead, Alani, IJM, International Director Investigations
Bridgeforth, Wayne, Lieutenant, US Park Police
Brown Ankney, Roanne, Captain, US Park Police
*Djukic, Ivana, Program Analyst, US Dept of Justice ICITAP

Dukaez, Dominique, Homeland Security Attache, French Embassy
Durham, Douglas, Captain, Metro Transit Police Dept
Eastman, Michael, Lieutenant Operations, Federal Reserve Police
Fields, Stephen, Deputy Assistant Director, US Dept of Justice ICITAP
*Goldman, William, Public Safety Strategist, Socrata
Hallman, Maybelle P,Regional Director, Federal Protective Service/DHS
*Herbst, Edward, Executive Director, Ernst & Young LLP
Kroeger, Leonard J,Unit Chief, FBI Office of Partner Engagement
Lambeth, John, Regional Director, Federal Protective Service/DHS
Lankford, David, Deputy Chief of Police, Central Intelligence Agency
*Miller, Timothy, Public Safety Strategist, Socrata
Nelson, Trevor, Special Agent in Charge, US Dept of Treasury IG/Tax Administration
Rankin, Brian A,Senior Law Enforcement Advisor, US Dept of Justice ICITAP
*Schomburg, Paul, Director Government & Public Affairs, Panasonic Corp of North America
*Snider, Alex, Program Manager West Africa, US Dept of State
Spahiu Xhemili, Teuta, Senior Program Assistant, US Dept of Justice ICITAP
*Trombetta, Ann, Office of Partner Engagement, FBI
*Yunker, Julie, Deputy Director of Training, Fight Crime: Invest In Kids

## Florida

***Daytona Beach***
Blanchette, Lance, Captain, Daytona Beach Police Dept

***Doral***
*Feliciano, Noel, Police Officer, Doral Police Dept

***Edgewater***
Mahoney, Joseph, Captain, Edgewater Police Dept

***Fort Myers***
*Buice, Maureen, Accreditation Manager, Fort Myers Police Dept
*Cox, W Brent, Special Agent, FBI
Prince, Rebecca, Lieutenant, Fort Myers Police Dept

***Fort Pierce***
Hester, Brian W,Lieutenant, St Lucie Co Sheriff's Office

***Hollywood***
*Oglesbee, Dave, Director of Sales, Becker Avionics

***Jacksonville***
Oldham, John, Lieutenant, Jacksonville Sheriff's Office

***Jupiter***
Barbera, Michael H,Captain, Jupiter Police Dept
Barry, Michael J,Captain, Jupiter Police Dept
Drake, Steven D,Captain, Jupiter Police Dept

***Mayport***
Wiest, Michael, Special Agent in Charge, Naval Criminal Investigative Service

***Miami***
Cordero Stutz, Rosanna, Major, Miami Dade Police Dept
*Decker, Tom, Director of Marketing, Wolfberg Alvarez & Partners
Papier, Ronald L,Police Commissioner, Miami Police Dept

***Miami Beach***
*Delmonte, Ana, Payroll Administrator, Miami Beach Police Dept
*Freedline, Lori, Court Liaison Supervisor, Miami Beach Police Dept

***Naples***
*Magno, Edward N,Law Enforcement Consultant, Specter Private Investigations & Research

***Sanford***
*Brown, Ja'Vion, Police Officer, Sanford Police Dept
Irvin, Raymond, Lieutenant, Sanford Police Dept

***Sarasota***
Richard, Paul, Major, Sarasota Co Sheriffs Office

***TallahasseeEvers, William, Lieutenant, Florida A&M Univ Police Dept***
*Reeder, Denise, Director Learning & Development, Institute for Intergovernmental Research
*Rosbough, Christopher, Student, Florida State Univ

***Tampa***
Johnson, Calvin, Captain, Tampa Police Dept

***Tequesta***
*Blanc, Kurt, Corporal, Tequesta Police Dept
McGrew, Jim, Assistant Chief of Police, Tequesta Police Dept
*Muniz, Matthew, Sergeant, Tequesta Police Dept

***West Palm Beach***
Miles, Paul, Captain, Palm Beach Co Sheriff's Office
Rispoli, Paul, Lieutenant, Palm Beach Co Sheriff's Office

## GEORGIA

***Atlanta***
Johnson, Tina T,Captain/Academy Director, Fulton Co Police Dept

***Brunswick***
*Kirkland, Brad, Program Specialist, FLETC/DHS

***Columbus***
Blackmon, Freddie, Major, Columbus Police Dept

***Fort Gordon***
Czar, Jason D,Director of Emergency Services, US Army Office of the Provost Marshal
McClinton, Willie, Chief of Police, US Army Office of the Provost Marshal

***Glynco***
*Bellay, Thomas, Senior Instructor, FLETC/DHS
*Glisson, Scott, Senior Instructor, FLETC/DHS
Kuykendall, Jason, Assistant Chief, FLETC/DHS
*Palmer, John, Law Enforcement Specialist, FLETC/DHS
*Quirk, Robert, Law Enforcement Specialist/Senior Instructor, FLETC/DHS

***LaGrange***
Whitney, Jon, Chief Deputy, Troup Co Sheriff's Office

***Lawrenceville***
Jones, Jesse, Major, Gwinnett Co Police Dept

***Marietta***
Bolenbaugh, Dale, Major, Cobb Co Police Dept
*Karp, Roman S,Director of Campus Safety, Mount Bethel Christian Academy

***McDonough***
Rosborough, Chad, Major, McDonough Police Dept

***Roswell***
*Costello, Michael, Director, IBI

***Sandy Springs***
Cain, Benjamin N,Captain, Sandy Springs Police Dept

***Thomaston***
Fiveash, Garrett, Lieutenant, Georgia State Patrol

## Hawaii

***Honolulu***
Nishibun, Ryan, Major, Honolulu Police Dept
Takasaki Young, Aaron, Captain, Honolulu Police Dept

## Idaho

***Bellevue***
Clark, Larry M,Marshal/Chief, Bellevue Marshal's Office

***Mountain Home***
Cobos, Jesse, Lieutenant, Mountain Home Police Dept
Fuentes, Humberto, Lieutenant, Mountain Home Police Dept

***Nampa***
*Burns, Jamie, Sergeant, Nampa Police Dept
Kimball, Jason, Administrative Lieutenant, Nampa Police Dept

***Rexburg***
Stanford, Cameron, Captain, Madison Co Sheriff's Office

## Illinois

***Charleston***
Baker, Bryan, Chief of Police, Charleston Police Dept

***Chicago***
*Giordano, Anthony, Financial Operations Manager, Safespeed LLC
Kennedy, Christopher, Commander, Chicago Police Dept
Wodnicki, Edward, Lieutenant/Commanding Officer, Chicago Police Dept

***Downers Grove***
Harrison, Edward M,Lieutenant, Downers Grove Police Dept

***Elgin***
Rafferty, Sean M,Lieutenant, Elgin Police Dept

***Elk Grove Village***
Olsen, Nicholas, Commander, Elk Grove Village Police Dept

***Joliet***
Chapman, Tracy S,Chief of Police, Forest Preserve District of Will Co

***Normal***
Bleichner, Nichol, Captain, Illinois State Univ Police Dept

***Orland Park***
Farrell, Tony, Lieutenant, Orland Park Police Dept

***Springfield***
Simington, Jamal A,Lieutenant Colonel, Illinois State Police

## Indiana

***Bluffton***
Holliday, Scott, Chief Deputy, Wells Co Sheriff's Dept

***Evansville***
Preston, Sam, Lieutenant, Vanderburgh Co Sheriff's Office

***Greenfield***
Holland, Matthew, Lieutenant, Greenfield Police Dept

***Indianapolis***
Turner, Kenton W,Lieutenant Law Enforcement Div, Indiana Dept of Natural Resources

***Lafayette***
Gossard, Brian, Lieutenant, Lafayette Police Dept

## Iowa

***Clive***
Rehberg, Mark, Sergeant, Clive Police Dept

***Des Moines***
*Clemens, Genie, Sergeant, Iowa Dept of Public Safety
*Knox, Jay, Inspector, US Postal Inspection Service
Krum, Tim, Chief, Polk Co Sheriff s Office
*Reuter, Elizabeth, Special Agent, Iowa Dept of Public Safety
Stanton, Robert, Captain, Polk Co Sheriff's Office
*Stine, Deborah, Trooper, Iowa State Patrol

***Storm Lake***
*Miller, Mary, Special Agent, Iowa State Fire Marshal Division

## Kansas

***Olathe***
Shafer, Darren E,Captain, Johnson Co Sheriff's Office

***Seneca***
Weaver, Jordan, Chief of Police, Seneca Police Dept

## Kentucky

***Burlington***
Hall, Christopher M,Lieutenant, Boone Co Sheriff's Dept

***Crestview Hills***
Paolucci, Michael, Sergeant, Lakeside Park Crestview Hills Police Dept

***Frankfort***
Long, Steve, Director Operations Division, Kentucky State Police
White, Chad E,Lieutenant Colonel, Kentucky State Police

***Henderson***
Poynter, Jermaine, Lieutenant, Henderson Police Dept

## Louisiana

***Natchitoches***
Miller, Thurman, Senior Trooper, Louisiana State Police

***New Orleans***
*Pfeiffer, Michael A,Compliance Manager, New Orleans Police Dept

***Shreveport***
Martin, Phillip K,Assistant Chief, Kansas City Southern Railway

***Slidell***
Boehm, Jeffrey, Deputy Chief, St Tammany Parish Sheriff's Office
Vitter, Lance, Lieutenant Internal Affairs, St Tammany Parish Sheriff's Office

## Maine

***Alfred***
Baran, Thomas, Chief Deputy, York Co Sheriff's Office

***Bath***
*Angelos, Jeff, Director of Security, General Dynamics BIW

***Brewer***
Moffitt, Jason J,Chief/Public Safety Director, Brewer Police Dept

***Cape Elizabeth***
Fenton, Paul, Sergeant, Cape Elizabeth Police Dept

***Searsport***
*Biddle, Paul, Senior Associate, Security Governance Group (Canada)

***South Portland***
Simonds, Tom, Lieutenant, South Portland Police Dept

## Maryland

Baltimore
Rebuck, Matthew W,Special Agent, FBI

***Berwyn Heights***
Gattis Antolik, Kenneth, Chief of Police, Berwyn Heights Police Dept

***Cambridge***
Benton, Keith, Sergeant, Dorchester Co Sheriff's Office

***Ellicott City***
Baker, Justin, Lieutenant, Howard Co Police Dept

***Greenbelt***
Vaughn, Curtis W,Resident Agent in Charge, NASA OIG

***Landover***
Ford, Gregory, Lieutenant, Maryland National Capital Park Police

***Lanham***
*Mostofi, David, Chief Technical Officer, Optotraffic LLC

***Pocomoke City***
*Tunis, Emily, Senior Director, Hardwire LLC
*Tunis, George, Founder, Hardwire LLC

***Quantico***
Goodridge, Drew, Special Agent in Charge, Naval Criminal Investigative Service

***Riverdale Park***
Powell, Andrew, Lieutenant, Riverdale Park Police Dept

***Waldorf***
*Cheseldine, Theresa, Director, AT&T

## Massachusetts

***Acton***
Cogan, James A,Lieutenant, Acton Police Dept

***Boston***
*Fiedler, Peter, Vice President for Administrative Services, Boston Univ

***Cambridge***
*Srivatsan, Raj, Law Enforcement & Public Safety AE, Pegasystems

***Framingham***
Baker, Lester, Lieutenant, Framingham Police Dept
Ruiz, Jorge, Lieutenant, Framingham Police Dept

***Groton***
*Rose, Dale, Patrolman, Groton Police Dept

***Mashpee***
Carline, Scott W,Chief of Police, Mashpee Police Dept

***Sharon***
Brewer, Donald B,Lieutenant, Sharon Police Dept

## Michigan

***Ann Arbor***
Forsberg, Jason, Captain, Univ of Michigan Police Dept

***Brownstown***
*Moise, Edward, Police Officer, Brownstown Police Dept

***Canton***
Wilsher, Craig, Lieutenant, Canton Police Dept

***Detroit***
Hayes, Franklin D,Lieutenant, Detroit Police Dept

***East Grand Rapids***
Bulkema, Ric, Captain, East Grand Rapids Police Dept

***East Lansing***
Merony, Matt, Lieutenant, Michigan State Univ Police Dept

***Garden City***
Zimmer, Eric, Investigations Commander, Garden City Police Dept

***Grosse Pointe Woods***
Kosanke, John, Director of Public Safety, Grosse Pointe Woods Dept of Public Safety

***Lake Angelus***
*Fortuna, Terrence, Officer, Lake Angelus Police Dept

***Mattawan***
Herbert, Scott, Chief of Police, Mattawan Police Dept

***Mount Clemens***
Darga, Elizabeth J,Undersheriff, Macomb Co Sheriff's Office

***Selfridge ANGB***
Jenkins, Karen, Operations Officer, US Border Patrol/DHS

***Southfield***
Parzynski, Frank, Deputy Special Agent in Charge, Transportation Security Administration

***Ypsilanti***
Shefferly, David, Sergeant, Eastern Michigan Univ

## Minnesota

***Bloomington***
*Vaughn, Catherine, Detective, Bloomington Police Dept

***Maple Grove***
*Olson, Jennifer, Administrative Assistant, Maple Grove Police Dept

***Medina***
*Hersman, Steve, Business Development, Polaris Industries

***Minneapolis***
Chiodo, Melissa, Commander, Minneapolis Police Dept
*Dunphy, Emily, Sergeant, Minneapolis Police Dept
*Fischer, Molly, Sergeant, Minneapolis Police Dept
*Herron, Lindsay, Sergeant, Minneapolis Police Dept
*Johnson, Shannon, Director, Minneapolis Police Dept
*Khazraeinazmpour, Marjane, Sergeant, Minneapolis Police Dept

***Roseville***
*Engh, Jennifer, Patrol Sergeant, Roseville Police Dept
Scheider, Erika, Lieutenant, Roseville Police Dept

***Saint Paul***
*Barragan, Pam, Sergeant, Saint Paul Police Dept
*Bolduan, Laura, Sergeant, Saint Paul Police Dept
Cincotta, Carla, Senior Special Agent, Minnesota Dept of Public Safety
*Heu, Amanda, Sergeant, Saint Paul Police Dept
*Kruse, Lisa, Sergeant, Saint Paul Police Dept
*Larson, Amber, Sergeant, Saint Paul Police Dept
*Murphy, Stacy, Sergeant, Saint Paul Police Dept
*Sipes, Nichole, Officer, Saint Paul Police Dept
*Spears, Nicole, Sergeant, Saint Paul Police Dept

***Shoreview***
*Krause, Jill, State Trooper, Minnesota State Patrol

***Shoreview***
*Williams, Azzahya, Recruitment Coordinator, Minnesota State Patrol

***St Francis***
Schwieger, Todd M,Acting Chief of Police, St Francis Police Dept

***Stillwater***
*Halverson, Sara, Sergeant, Washington Co Sheriff's Office

***Virginia***
Benz, Jonathan, Sergeant, Virginia Police Dept

## Mississippi

***Hernando***
Ellis, Shane, Assistant Chief of Police, Hernando Police Dept

***Jackson***
Jordan, Jimmy, Lieutenant Colonel, Mississippi Bureau of Investigation
Smith, Sean K,Director of Investigation, Mississippi Dept of Corrections

***Madison***
Newman, Kevin, Commander Administrative/Support Services Division, Madison Police Dept
Pascagoula
McIlrath, Timothy, Chief Investigator, Jackson Co Office of the District Attorney

## Missouri

***Cottleville***
Hebrank, Craig, Lieutenant, Cottleville Police Dept

***Gerald***
Goodwin, Steven, Chief of Police, Gerald Police Dept

***Kansas City***
Olson, David L,Regional Director, Federal Protective Service/DHS
Thomas, David, Regional Director, Federal Protective Service/DHS

***Lees Summit***
Green, James J,Captain, Lees Summit Police Dept

***Saint Louis***
Boschert, Chuck, Captain, St Louis Co Police Dept
*Mueller, David, Supervisor DAPS, REJIS

***Willow Springs***
Larsen, Don, Lieutenant, Missouri State Hwy Patrol

## Montana

***Bozeman***
Anderson, Jim, Sergeant, Gallatin Co Sheriff's Office

***Havre***
Flanagan, Michael D,Chief Patrol Agent, US Border Patrol/DHS
McGoffin, Sean L,Deputy Chief Patrol Agent, US Border Patrol/DHS

## Nebraska

***Harvard***
Smith, John, Chief of Police, Harvard Police Dept

***Lincoln***
Caradori, Sean, Captain, Nebraska State Patrol

## Nevada

***Boulder City***
Ruff, Christopher, Captain/Supervisory Park Ranger, National Park Service

***Carson City***
Humphrey, Brian, Lieutenant, Carson City Sheriff's Office

***Fallon***
Trotter, Ben, Sheriff, Churchill Co Sheriff's Office

***Henderson***
Denning, Michael, Lieutenant, Henderson Police Dept
*French, Michelle, Senior Public Information Officer, Henderson Police Dept
*Garcia, Santana, Manager Police Administrative Services, Henderson Police Dept
Guerra, Orestes, Captain, Henderson Police Dept
*Maier, Kristin, HR Business Partner, Henderson Police Dept

***Nellis Air Force Base***
York, Andrew, Captain, US Air Force

## New Jersey

***Belleville***
Minichini, Mark, Chief of Police, Belleville Police Dept

***Camden***
Pike, Jason, Lieutenant, Camden Co Police Dept

***Eatontown***
*Becker, John, Director First Responder Services, Sprout Health Group

***Fair Haven***
*Cetnar, Thomas, Founder, Twenty Two Franklin Street Group

***Glen Rock***
Ackermann, Dean, Chief of Police, Glen Rock Police Dept

***Jersey City***
Klock, Louis, Deputy Chief, Port Authority Police of NY & NJ
Lordo, Anthony, Lieutenant, US Park Police

***Middletown***
Terefenko, Charles, Lieutenant/Commander ESU, Middletown Twp Police Dept

***Morristown***
DiPietro, Gabriele E,Chief of Police, Morris Co Park Police

***Newark***
Dirkin, Walter, Deputy Chief Assistant Prosecutor, Essex Co Prosecutor's Office
*Gonzalez, Daniel, Police Operations Analyst, Newark Police Dept
Henry, Darnell, Chief of Police, Newark Police Dept
Perez, Adolph, Captain, Newark Police Dept

***Princeton***
*Aaron, Greg, VP Product Management, iThreat Cyper Group
*Bedser, Jeff, CEO, iThreat Cyber Group

***Ridgewood***
Luthcke, Jacqueline, Chief of Police, Village of Ridgewood Police Dept

***Riverton***
*Howard, Daniel, Project Manager, IADLEST

***Sea Girt***
Schrader, Andrew, Detective, New Jersey Division of Criminal Justice

***Somerville***
Fodor, John, Chief of Detectives, Somerset Co Prosecutor's Office

***Trenton***
Kenyon, Christopher, Chief Sheriff's Officer, Mercer Co Sheriff's Office
*Nestore, Frank S,Director, Mathtech Inc

***Whippany***
Roddy, Mark D,Chief of Police, Hanover Twp Police Dept

## New Mexico

***Albuquerque***
Middleton, Robert, Lieutenant, Albuquerque Police Dept

***Las Cruces***
*Casillas, Benito, Sergeant, Dona Ana Co Sheriff's Dept
Roberts, Ken, Undersheriff, Dona Ana Co Sheriff's Dept
Vigil, Enrique, Sheriff, Dona Ana Co Sheriff's Dept

***Taos***
Maggio, David, Lieutenant, Taos Police Dept

## New York

***Albany***
Beach, George, Superintendent, New York State Police
*McDonnell, Terence, Staff Sergeant, New York State Police
Rivers, Bernie, Captain, New York Dept of Environmental Conservation Police

***Hawthorne***
Hodges, John, Chief of Police, Westchester Co Police Dept

***Jamaica***
*Wilson, Kristen, Special Agent, Customs & Border Protection/DHS

***Lockport***
Greenwald, Dan, Lieutenant, Niagara Co Sheriff's Office

***Middletown***
Thoelen, Jeffry, Lieutenant, Middletown Police Dept

***New York***
*Barge, Matthew, Co Executive Director, Police Assessment Resource Center
Kalb, William A,Special Agent in Charge, Dept of Treasury IG/Tax Administration
*Keith, Mike, Strategic Relationship Manager, Mark43
*Lavi, Steve, Business Development North America, The Mer Group
Quinones, Darlene, Captain, New York City Police Dept
*Rehman, Asim, General Counsel, New York City Dept of Investigation
*Samant, Anjana, Assistant Attorney General, New York State Attorney General's Office
Sheppard, Tarik, Lieutenant, New York City Police Dept
*Singleton, Benjamin, Lead Public Safety & Criminal Justice, Alphabet/Google Sidewalk Labs
Weiss, Steven, Lieutenant, New York City Police Dept

***Olean***
Rowley, Jeffrey L,Chief of Police, Olean Police Dept

***Southampton***
Madigan, William, Chief of Detectives Ret, Suffolk Co NY

***Syracuse***
Maldonado, Robert, Chief of Public Safety, Syracuse Univ

## North Carolina

***Ahoskie***
Roberts, Jeremy, Lieutenant, Ahoskie Police Dept

***Camp Lejeune***
Cox, Brandon W,Captain, US Marine Corps

***Charlotte***
Foley, Brian P,Captain, Charlotte Mecklenburg Police Dept

***Durham***
*Ropero Miller, Jeri, Director, RTI International
*Slack, Donia, Forensic Scientist, RTI International

***Fayetteville***
*Abendanio, Jeannie, Detective, Fayetteville Police Dept
*Ballard, Jan, Officer, Fayetteville Police Dept
*Bass, Joshua, Officer, Fayetteville Police Dept
Davis, Christopher, Assistant Chief of Police, Fayetteville Police Dept
*Faire, Kandra, Officer, Fayetteville Police Dept
*Matthews, Justin, Detective, Fayetteville Police Dept
*Morris, Ashley, Officer, Fayetteville Police Dept
*Pippen, Tammy, Grants & Accreditation Manager, Fayetteville Police Dept
*Rauhoff, Jarryd, Police Specialist, Fayetteville Police Dept
*Richards, Kim, Crime Analyst, Fayetteville Police Dept

***Greensboro***
*Rauber, Cheyne, Vice President Van Division, Matthews Specialty Vehicles
*Walker, Chris, Executive Director, Greensboro Police Foundation

***Lenoir***
Branham, Jerry, Lieutenant, Caldwell Co Sheriff's Office

***Lexington***
Hunt, Michael, Captain, Lexington Police Dept
Sink, Mark, Chief of Police, Lexington Police Dept

***Morganton***
Lander, Ryan, Major, Morganton Dept of Public Safety

***Murfreesboro***
*Nicholson, Lewis, Chair Dept of Criminal Justice, Chowan Univ

***Raleigh***
*Borneo, Jason, Detective, Raleigh Police Dept

***Smithfield***
Powell, Robert, Chief of Police, Smithfield Police Dept

## Ohio

***Akron***
Gilbride, Jim, Lieutenant, Univ of Akron Police Dept

***Austintown***
Hoelzel, William, Lieutenant, Austintown Twp Police Dept

***Bowling Green***
Hetrick, Noah, Chief of Police, Bowling Green Police Division

***Cincinnati***
Johnstone, Jay, Lieutenant, Cincinnati Police Dept
*Noplis, Jamie, Owner, GPS Tracking Solutions/Tactitrack

***Fairfield***
Maynard, Steve, Lieutenant, Fairfield Police Dept

***Hamilton***
Bucheit, Rick E,Lieutenant, Butler Co Sheriff's Office

***South Euclid***
Scott, Jeffrey K,Chief of Police, Notre Dame College Police Dept

***Toledo***
Braun, Kevin, Lieutenant, Toledo Police Dept

## Oklahoma

***Catoosa***
McKim, Kevin, Chief of Police, Catoosa Police Dept

***Medicine Park***
*Callich, Christa, Sergeant First Class, US Army Criminal Investigations Command

***Oklahoma City***
Bacy, Ron C,Captain, Oklahoma City Police Dept

## Oregon

***Baker City***
Newman, Dustin, Lieutenant, Baker City Police Dept

***Central Point***
*Ainsworth, Jesse, Deputy, Jackson Co Sheriff's Office
*Allison, Jeff, Patrol Sergeant, Oregon State Police
*Denney, Julie, Sergeant, Jackson Co Sheriff's Office

***Eugene***
Mozan, Douglas, Lieutenant, Eugene Police Dept

***Hillsboro***
*Kosko, Eric, TSgt Ret, US Air Force Security Police

***Hillsboro***
Mori, Jeff, Undersheriff, Washington Co Sheriff's Office

***North Bend***
Bennett, Curt, Captain, North Bend Police Dept

***Tigard***
*Wolf, Jim, Public Information Officer, Tigard Police Dept

## Pennsylvania

***Devon***
Albee, Scott, Lieutenant, Easttown Twp Police Dept

***Hanover***
McCoy, Curtis, Chief of Police, Conewago Twp Police Dept

***Harrisburg***
Georgia, Sean D,Director Radio & Information Services, Pennsylvania State Police

***Heidelberg***
Dixon, Dennis, Sergeant, Heidelberg Borough Police Dept

***Meadville***
Hines, Daniel J,Lieutenant, Pennsylvania State Police

***Philadelphia***
Bellamy, David, Staff Inspector, Philadelphia Police Dept
Goodson, Michael, Lieutenant, Philadelphia Police Dept
Green, Charles, Captain, Philadelphia Police Dept

***Reading***
Dominguez, Andres, Chief of Police, Reading Police Dept

***West Chester***
Sibley, Adam, Lieutenant, Chester Co Sheriff's Office

## Puerto Rico

***San Juan***
Rohena, Nelson, Sergeant, San Juan Police Dept

## South Carolina

***Blythewood***
Wright, Marc, Major, South Carolina Hwy Patrol

***Columbia***
Calhoun, Matthew, Lieutenant, South Carolina Bureau of Protective Services
Crosland, James E,Captain, South Carolina Criminal Justice Academy

***Greer***
Pressley, Eric, Lieutenant, Greer Police Dept

***North Charleston***
*Twohig, Francis, Program Specialist, FLETC/DHS

## South Dakota

***Aberdeen***
Jondahl, Tanner, Traffic Sergeant, Aberdeen Police Dept

## Tennessee

***Chattanooga***
Mosley, Jeff, Captain, Tennessee Hwy Patrol

***Gallatin***
Tarkington, Jeff, Sergeant, Gallatin Police Dept

***Johnson City***
Church, Billy, Lieutenant, Johnson City Police Dept

***Livingston***
Etheredge, Greg, Chief of Police, Livingston Police Dept

***Nashville***
Bell, Douglas, Lieutenant, Metropolitan Nashville Police Dept
*Camp, Jim, Owner, Dynamic Messages LLC
Shuff, Christopher, Captain, Metropolitan Nashville Airport Authority

## Texas

***Addison***
*Leber, Ward, Director, Copsync Inc

***Beaumont***
*Hadnot, Jeanine, Vice President Business Development, Creative Corrections

***Belton***
Cruz, T J, Lieutenant, Bell Co Sheriff's Dept

***Corsicana***
Johnson, Robert, Chief of Police, Corsicana Police Dept

***Denton***
Summitt, Chris, Lieutenant, Denton Police Dept

***Edinburg***
Almanza, Elizabeth, Special Operations Supervisor, Customs & Border Protection/DHS

***El Paso***
Ambriz, Saul, Lieutenant, El Paso Co Sheriff's Office
*Smith, Michael, Director CLHB, Univ of Texas El Paso

***Galveston***
Sifuentes, Peter M,Captain, Galveston Co Sheriff's Office

***Georgetown***
*Wheaton, Yolanda, Director, ASAP Translators and Interpreters LLC

***Grand Prairie***
Owens, Marc, Lieutenant, Grand Prairie Police Dept

***Houston***
Merritt, Angela, Lieutenant, Houston Police Dept

***Indian Lake***
Sanchez, Michael R,Deputy Chief of Police, Indian Lake Police Dept

***Katy***
Martinez, Javier, Captain, Katy Police Dept

***League City***
Butler, John, Captain Admin Bureau, League City Police Dept

***Mc Allen***
Villarreal, Deborah, Supervisory Border Patrol Agent, US Border Patrol/DHS
Landrum, Alison, Supervisory Border Patrol Agent, US Border Patrol/DHS

***Montgomery***
*Carswell, Christopher, Patrol Officer, Montgomery Police Dept

***Nacogdoches***
Goerner, Tim, Lieutenant, Nacogdoches Police Dept

***Pharr***
Luengo, Jose A,Lieutenant, Pharr Police Dept

***Richardson***
Casavant, Phillip, Administrative Lieutenant, Richardson Police Dept
Yoshida, Teddy, Lieutenant, Richardson Police Dept

***Richmond***
*Wagner, Bobbie, Senior Program Executive, IPKeys Technologies

***Round Rock***
Stuart, Jim, Commander, Round Rock Police Dept
*Brown, Tremell E,VP Safety Training & System Security, VIA Metropolitan Transit

***San Antonio***
Folden, Shane M,Special Agent in Charge, US Dept of Homeland Security ICE HSI
*Graham, Melissa, Psychologist, San Antonio Police Dept
*Salame, Jesus, Sergeant, San Antonio Police Dept
*Wilson, Troy, Texas Ranger, Texas Dept of Public Safety
Witherell, Mark E,Chief of Police & System Security, VIA Metropolitan Transit

***Sierra Blanca***
Quinones, Marisela, Supervisory Border Patrol Agent, US Border Patrol/DHS

***Waco***
Almaguer, Luis, Commander, Waco Police Dept

***Weslaco***
Lopez, Robert, Captain, Weslaco Police Dept

## Utah

***Kaysville***
*Ellington, Seth, Sergeant, Kaysville Police Dept
*McKinnon, Shawn E,Sergeant, Kaysville Police Dept

***Provo***
Post, Brandon, Lieutenant, Provo Police Dept

***Salt Lake City***
Kendrick, Jeff, Lieutenant, Salt Lake City Police Dept

## Virginia

***Arlington***
*Gillespie, Paula, Partnerships & Alliances Manager, Information Builders Inc
*Haag, Tiffanie, Corporal, Arlington Co Police Dept
*Hollywood, John, Senior Scientist, RAND Corp
Martin, David, Supervisory Special Agent, Transportation Security Administration
*Polyak, Jeffrey, COO, Sunflower Systems

***Charlottesville***
*Cosme, Larry, Executive Vice President, Federal Law Enforcement Officers Assn

***Dulles***
Giri, Aliza, Inspector, Nepal National Police

***Fairfax***
Kincaid, Stacey, Sheriff, Fairfax Co Sheriff's Office
Powell, Jeffery, Captain, Fairfax Co Police Dept

***Falls Church***
Clop, Jordi, Resident Agent in Charge, ATF/Justice
*Rowe, Kristin, IT Manager, Customs & Border Protection/DHS

***Harrisonburg***
Rush, Chris, Lieutenant, Harrisonburg Police Dept

***Herndon***
*Harford, David, Director, Harris Corp

***Herndon***
*Zirpoli, Matthew, Director, Harris Corp

***Manassas Park***
*Koglin, Christopher R,Police Officer, Manassas Park Police Dept

***Nokesville***
Phelps, Jarad, Captain, Prince William Co Police Dept

***Quantico***
Bellinger, Jose, Special Agent in Charge, Naval Criminal Investigative Service
*Bennett, Sarah, Public Affairs Specialist, Naval Criminal Investigative Service
Bogue, David, Special Agent in Charge, Naval Criminal Investigative Service
Lochli, Drew, Assistant Director, Naval Criminal Investigative Service
Powers, Heather, Special Agent in Charge, Naval Criminal Investigative Service
Russ, Mark, Executive Assistant Director, Naval Criminal Investigative Service
Toomer, Elizabeth, Special Agent in Charge, Naval Criminal Investigative Service

***Springfield***
*Ashcraft, Beverly, Supervisory IT Specialist, US Customs & Border Protection
Barber, Leslie, Chief/SIPE, National Geospatial Intelligence Agency

***Vienna***
*Schwartz, Stacy, Vice President Public Safety, AT&T

***Virginia Beach***
Mapes, Christina, Lieutenant, Virginia Beach Sheriff's Office

***Virginia Beach***
Squires, David, Captain, Virginia Beach Police Dept

### Washington

***Everett***
*Graff, Brad, Fleet Services Supervisor, Snohomish Co
Young, Kevin, Captain, Snohomish Co Sheriff's Office

***Port Angeles***
Benedict, William L,Sheriff, Clallam Co Sheriff's Office

***Seattle***
*Jones, Robin, Senior Vice President Marketing, Socrata
*O'Neill, Liisa, Partner Success Manager, Socrata
*Spang, Nick, Account Manager, Amazon Web Services

***Spokane***
Nowels, John, Captain, Spokane Co Sheriff's Office

***Tukwila***
Drever, Eric, Commander, Tukwila Police Dept

***Tumwater***
Mason, Jay, Lieutenant, Tumwater Police Dept

***Yakima***
Boyle, Shawn, Lieutenant, Yakima Police Dept

### West Virginia

***Ronceverte***
Byer, Julian R,Chief of Police, Ronceverte Police Dept

### Wisconsin

***Appleton***
Thomas, Todd, Chief of Police, Appleton Police Dept

***De Pere***
Opicka, Chad, Captain, De Pere Police Dept

***Kenosha***
Larsen, Eric, Deputy Chief of Police, Kenosha Police Dept

***Kronenwetter***
McHugh, Terry, Lieutenant, Kronenwetter Police Dept

***Milwaukee***
Riestra, Kristin M,Lieutenant, Milwaukee Police Dept

***Wausau***
Albert, Randy, Lieutenant, Marathon Co Sheriff's Dept

***Wrightstown***
Deike, Gregory, Chief of Police, Wrightstown Police Dept

### Wyoming

***Cheyenne***
Phillips, John, Sergeant, Cheyenne 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.**

Paul W. Dollins, Chief of Police (ret.), Rantoul, Illinois (life member)

Michael R. Hanrahan, Chief of Police (ret.), New Berlin, Wisconsin; Big Bend, Wisconsin (life member)

Ralph Levenberg, Major, U.S. Air Force (ret.), Sparks, Nevada (life member)

Daniel J. McCarthy, Senior Special Agent (ret.), Drug Enforcement Administration; North Scituate, Rhode Island (life member)

Donald L. Willey, SARC (ret.), US Customs Service; Cooper City, Florida (life member)

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

# IACP Membership Application

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

DO NOT USE

(*Please Print*)

Name: _____ _____ _____
First Middle Initial Last

Title/Rank: _____

Agency/Business Name: _____

Business Address: _____

City, State, Zip, Country: _____

Residence Address: _____

City, State, Zip, Country: _____

Business Phone: _____ Fax: _____

Send mail to my ❑ Business ❑ Residence Address

E-mail: _____

Website: _____

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

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

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

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

Education (*Highest Degree*): _____

Date elected or appointed to present position: _____

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

_____

❑ I have an Active Member Sponsor – Their name is: _____

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

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

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

Cardholder's Name: _____

Card #: _____ Exp. Date: _____/_____

Cardholder's Billing Address: _____

Signature: _____

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

PC 11/16

## Membership Categories

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

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

**Associate Member:**

❑ General $150

❑ Academic $150

❑ Service Provider $250

❑ Sworn Officer—Leader of Tomorrow $75
*(sworn non-command level)*

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

_____

**Optional Section Memberships:**
*(IACP Membership is a prerequisite for Section Membership)*

❑ Capitol Police Section $30

❑ Defense Chiefs of Police Section $15

❑ Drug Recognition Expert (DRE) $25

❑ Indian Country Law Enforcement $25

❑ Intl Managers Police Academy & College Training $25

❑ Law Enforcement Information Management (LEIM) $25

❑ Legal Officers $35

❑ Mid-Sized Agencies Section $50

❑ Police Foundations Section $20

❑ Police Physicians $35

❑ Police Psychological Services—initial processing fee $50

❑ Public Information Officers $15

❑ Public Transit Police No Charge

❑ Railroad Police No Charge

❑ Retired Chiefs No Charge

❑ Smaller Department $20

❑ S & P Police Alumni Section No Charge

❑ S & P Police Academy Directors No Charge

❑ S & P Police Planning Officers No Charge

❑ University/College Police—Initial Member $50

❑ University/College Police—Additional members $15

# IACP Section Membership Application

*IACP Membership is a prerequisite for Section Membership.*

Name: _____ (*Please Print*)

Title/Rank: _____

Agency: _____

Business Address: _____

City, State, Zip, Country: _____

Business Phone: _____ Fax: _____

E-mail: _____

Website: _____

IACP Membership #: _____

Signature: _____

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

**Payment** (*Choose only one of the following methods of payment.*) Amount to be charged _____

1. Pay by Credit Card: ❑ Visa ❑ MasterCard ❑ American Express ❑ Discover

Card #: _____ Exp. Date: _____/_____

Cardholder's Name: _____

Cardholder's Billing Address: _____

Signature: _____

Fax completed form with credit card authorization to 703/836-4543. Do not mail and fax form as charges will be duplicated.

2. Pay by Check: Make checks payable to IACP (U.S. dollars only) and mail full payment (no cash) with completed form to: IACP: Membership, P.O. Box 62564, Baltimore, MD 21264-2564

3. Pay by Purchase Order: Mail purchase order along with form to: IACP: Membership, 44 Canal Center Plaza, Suite 200, Alexandria, VA 22314-2357

***Capitol Police Section***
Promotes exchange of information and develops standards for increasing the efficiency and capabilities of each law enforcement agency that provides service to our critical assets. Open to individuals who are now, or have been, engaged in or responsible for providing police services at a national or state/providence State House.

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

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

***Indian Country Law Enforcement Section***
Promotes the professional status of those engaged inproviding police services to Indian Country.

***International Managers of Police Academy and College Training Section***
Facilitates the exchange of ideas, procedures, and specific information for the professional leadership and management of education and training within police agencies, as well as enhancing the quality of law enforcement and policing at the international level through education and training.

***Law Enforcement Information Management Section***
Facilitates the exchange of information among those individuals responsible for computers, records, communications or other support-service-related functions.

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

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

***Police Foundations Section***
Promotes networking and the exchange of ideas and best practices among police executives and police foundation professionals.

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

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

***Public Information Officers Section***
Promotes the exchange of information and training among officers who are responsible for planning and implementing effective public information programs.

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

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

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

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

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

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

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

***University/College Police Section***
Provides coordinated assistance in implementing effective university policing practices and achieving an accepted professional status.

# Identity Intelligence Elevates Predictive Policing to Its Full Potential

*By Ken Mekeel, Public Safety Market Planning, LexisNexis Risk Solutions; NYPD Inspector (Ret.), Real Time Crime Center, and Josh Levin, Director, Strategy and Analytics, Special Investigations Unit, LexisNexis Special Services Inc.*

The police have two primary functions: preventing crime and solving crime. Today, most law enforcement agencies use some form of data analytics to accomplish these two missions. While these analytical tools have helped in preventing crime, most are not being used to their full potential in terms of solving crimes because officers do not have the right kind of data to see who may be involved in identified patterns and trends. Many police departments believe they are running successful predictive policing programs but are unaware of how much more effective they could be with additional information.

Traditional predictive policing technologies aim to give departments an awareness of *where* and *when* future criminal activities might occur. The hole in predictive policing has been the *who*. The ability to discover who is likely to be involved in crimes can dramatically improve the technology's usefulness, as well as an agency's crime-solving rates. When applied correctly with the right kind of publicly available data, police departments can gain a powerful new capability.

The missing key is identity intelligence—a powerful combination of public records data, agency records data, social media, advanced linking technology, analytics, and visualization tools. If departments can incorporate more identity and public record data into their predictive policing models, they are better able to disrupt crimes before they happen.

## Predictions versus Forecasts

First, predictive policing means different things to different people. For this article, predictive policing encompasses two key categories: predictions and forecasts.

*Predictions* are used to anticipate a specific "next event," including its time and location. It utilizes a series of criminal activity data to help predict where crimes and calls-for-service will likely occur. It helps to put officers and patrols in the right place at the right time.

Consider, for example, a suspect who has robbed three convenience stores in a three-mile radius in the last three weeks between the hours of 9:00 p.m. and midnight. Based on this series of data, police departments could deploy resources late at night to stores where the suspect is likely to strike next.

*Forecasts* address broader crime patterns—rather than specific crimes. Forecasts extrapolate data from past events to predict upcoming crime trends. For example, an analysis of increased violent crimes in a once-quiet downtown area might reveal that gang members are expanding their territory. Isolating this specific trend, predictive policing forecasting could help a department deploy its gang unit to the area during specific times to disrupt the violent activity.

Two kinds of analytics are typically applied to both predictions and forecasts: temporal and spatial analytics. Temporal analytics are concerned with time, and spatial analytics are related to place or location. Most predictive tools incorporate temporal and spatial analyses in their models. Temporal analytics help predict the time a crime will likely occur (season, date, time of day, and so forth). Spatial analytics help predict the location or area that a crime or pattern of crimes is likely to occur. Some departments are using just one or both of these methods and mistakenly believe that they are doing a thorough job of predictive policing.

## Applying Identity Intelligence

Quantitative data reflecting time and location is only the first layer of predictive intelligence. It is great for generating temporal topologies and hotspot maps, but these tools by themselves fall short in conceptualizing and executing effective crime-stopping strategies.

The future of predictive policing will bring qualitative data into the mix in the form of identity and identity-related information. Most police departments overlook identity data for a number of reasons. They might be unaware that tools are available to leverage for that purpose. Perhaps their systems are not set up to access it. They might lack the proper analytical applications. Or, because much identity data are stored among disparate databases, within numerous police departments and government agencies, these databases might become "silos" that are not structured for efficient sharing of data.

These obstacles are easily fixed.

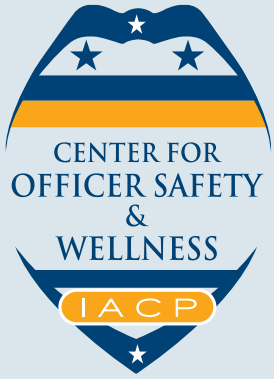
Identity intelligence enriches existing quantitative data with information culled from a diverse mix of data sources. For starters, virtually every police department already has its own internal database of suspects and offenders with whom they've dealt with in the past, including against whom, when, where, and how crimes are committed.

Identity data also come from incident reports, traffic stops, field interviews, crash reports, and other interactions between police and an individual. Lists of active gang members, word-on-the-street intelligence and social media activity can enrich the available identity intelligence as well.

Next, public records add considerably more analytical intelligence to predictive policing. Property, motor vehicles, parole and probation records, businesses, civil court records, death records, bankruptcies, liens, sex offender registrations, relatives, associates, and so forth, can paint a much clearer picture of persons of interest. While this kind of data used to take days or weeks to collect, new predictive policing technologies are available that can search billions of records and thousands of independent data sources to pull in the broadest amount of information.

Identity data can help police departments to discover associations, uncover assets, and visualize complex, ambiguous relationships that they couldn't see before to create more reliable predictive models.

Incorporating public records and other fully transparent identity sources into predictive policing models also adds to the program's legitimacy. It removes the aura of bias in policing. Data-driven predictive policing using public records and verifiable




# Line of Duty Deaths

*"They will be remembered—not for the way they died, but for how they lived."*

The IACP wishes to acknowledge the following officers, who made the ultimate sacrifice for their communities and the people they served. We extend our prayers and deepest sympathies to their families, friends, and colleagues.

**Master Deputy Sheriff Brandon Collins**
Johnson County Sheriff's Office, Kansas
Date of Death: September 11, 2016
Length of Service: 21 years

**K9 Officer Timothy James Brackeen**
Shelby Police Department, North Carolina
Date of Death: September 12, 2016
Length of Service: 12 years

**Police Officer Robert Aaron Barker**
McCrory Police Department, Arizona
Date of Death: September 15, 2016
Length of Service: 4 years

**Patrol Officer Jason Gallero**
Cook County Sheriff's Police Department, Illinois
Date of Death: September 15, 2016
Length of Service: 22 years

**Trooper Kenneth V. Velez**
Ohio State Highway Patrol, Ohio
Date of Death: September 15, 2016
Length of Service: 27 years

**Correctional Officer Kenneth Bettis**
Alabama Department of Corrections, Alabama
Date of Death: September 16, 2016
Length of Service: 7 years (with agency)

**Sergeant Kenneth Steil**
Detroit Police Department, Michigan
Date of Death: September 17, 2016
Length of Service: 20 years

**Sergeant Kerry Winters**
Ulster County Sheriff's Office, New York
Date of Death: September 22, 2016
Length of Service: 31 years

**Agent Edwin Pabón-Robles**
Puerto Rico Police Department
Date of Death: September 23, 2016
Length of Service: 5 years

**Deputy Sheriff John Thomas Isenhour**
Forsyth County Sheriff's Office, North Carolina
Date of Death: September 28, 2016
Length of Service: 11 months (with agency)

**Jailer Robert E. Ransom**
Gregg County Sheriff's Office, Texas
Date of Death: September 30, 2016
Length of Service: 36 years

**Sergeant Steve Owen**
Los Angeles County Sheriff's Department, California
Date of Death: October 5, 2016
Length of Service: 29 years

**Agent Victor Rosado-Rosa**
Puerto Rico Police Department, Puerto Rico
Date of Death: October 5, 2016
Length of Service: 23 years

**Police Officer Blake Curtis Snyder**
St. Louis County Police Department, Missouri
Date of Death: October 6, 2016
Length of Service: 4 years

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

**Police Officer Lesley Zerebny**
Palm Springs Police Department, California
Date of Death: October 8, 2016
Length of Service: 1 year, 6 months

data can remove the perception of bias. Creating offender models, if done properly with the right data, can be effective crime fighting tools while also gaining buy-in from law enforcement agencies, the court system, and the public.

Criminals have also gone to social media to organize, commit, and brag about crime, giving police another data source to discover risks and diffuse threats. Incorporating social media into predictive policing can alert command staff to potential areas of concern and help them identify posts or tweets within specific geographic locations that might threaten public and officer safety. This adds a virtual canvas to any investigation, enabling law enforcement to corroborate identities and associations, uncover potential threats, and generate a comprehensive view of criminal activity in a geographic area.

Interstate and interagency data sharing are also critical for identity intelligence in policing. Like Metcalfe's Law in computer networks—where the value of a network is proportional to the square of the number of connected users of the system—the more agencies that share data the more precise and effective the predictive models will be. If an offender from Dallas, Texas, suddenly moves to Phoenix, Arizona, for example, chances are the Phoenix Police Department will not know about the offender's past, and the offender's identity won't show up in the predictive models until that person offends again. Instead, by utilizing public records data, the Phoenix Police Department could be alerted that this offender has relocated to Phoenix and that he or she has an extensive criminal history.

Lastly, continuous monitoring and improvement of any predictive policing program is critical to a well-rounded and statistically sound strategy. The rule should be *test, evaluate*, and *adjust.* There is no single, magic formula that will predict all crime types in any circumstance for every police department. All departments need to test and tailor their models to their unique needs.

To ensure the efficacy of their predictive policing strategies, departments should continuously weigh their systems against three success factors:

- **Methodology** – Did the statistical method work and were the data accurate?
- **Communication** – Was the intelligence shared on time and clearly explained for effective response?
- **Response** – Was the prediction taken seriously and operationalized?

## Conclusion

The next generation of predictive policing will be engineered to enable crime data sharing, pattern analysis, crime mapping, predictive crime analytics, and reporting for law enforcement with a higher degree of accuracy because identity data fill the critical holes in quantitative data analysis. Police departments will be able to view, analyze, and download crime data from agencies in their region or even from agencies across the United States. Crime data will be automatically extracted and cleaned from disparate data sources to improve data quality standards. It will also give police dashboard analytics, mapping, and reports to help investigators make better visually informed, data-driven decisions, which will also potentially remove implicit or overt bias from policing. ❖

For more information on predictive policing, crime mapping, and analyses to reveal crime patterns, visit the *Police Chief Online* (www.policechiefmagazine.org) and click the topics tab then follow the research & evidence based policing link.

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# Road to Zero Fatalities—IACP Joins a U.S. Coalition to End Traffic Deaths in 30 Years

*By Mike Fergus, Program Manager, Programs, IACP, and Domingo Herraiz, Director, Programs, IACP*

The IACP has long been recognized as a leader in traffic safety. Through initiatives like the Drive to Save Lives campaign, the High-Visibility Education and Enforcement project, the Drug Evaluation and Classification program, and the ongoing work of committees and sections, the IACP has had a significant impact in raising awareness and increasing the enforcement of road safety issues. In October 2016, the IACP was asked to participate in a new national coalition: the Road to Zero, with the goal of eliminating traffic fatalities within the next 30 years. The collective knowledge and experience of the IACP's diverse membership will be a valuable asset to the initiative.

The National Safety Council (NSC) and the U.S. Department of Transportation (DOT) announced the Road to Zero initiative on October 5, 2016. Through this effort, the Federal Highway Administration (FHWA), the National Highway Traffic Safety Administration (NHTSA), and the Federal Motor Carrier Administration (FMCSA), as well as a diverse group of stakeholders, such as nonprofit safety groups, public health officials, and car and technology companies, joined together to focus on addressing preventable traffic deaths.

## Background

After 10 years of declining figures, the number of motor vehicle deaths and injuries in the United States increased sharply in 2015. This increase reflects an overall increase in driving and risk exposure brought about by an improving U.S. economy. However, the growth in traffic fatalities well exceeded the increase in vehicle miles traveled, suggesting that other factors are involved. In response to this increase, U.S. traffic safety professionals convened in early 2016 to re-examine the effectiveness of behavioral countermeasures and identify possible alternatives. Their conclusion was that focusing on current priority countermeasures with the highest known effectiveness ratings remains the best strategy to address the increasing roadway fatalities. The Road to Zero Coalition has been established as a means to facilitate a focus on priority safety countermeasures and to stimulate their implementation across the United States.

## Purpose

The Road to Zero Coalition is intended to (1) encourage and facilitate widespread implementation of proven countermeasures to reduce motor vehicle crash deaths in the near term; (2) develop a scenario-based vision for zero U.S. traffic deaths in the future; and (3) provide a roadmap for policymakers and stakeholders to eliminate traffic deaths. The coalition comprises dozens of organizations, public and private, in a wide range of disciplines, including public health, police, fire, and emergency medical services, as well as vehicle manufacturers, road and infrastructure engineers, and educational institutions.

Many coalition members are already advancing proven countermeasures to address risky behaviors among road users—such as improving seat belt use or reducing drunk driving—and approaches to reduce the consequences of road user errors, including the implementation of infrastructure improvements such as rumble strips and road edge treatments. Near-term support of proven countermeasures will be stimulated by providing new resources and enhancing coordination among traffic safety constituencies. The coalition will provide resources through a competitive process to U.S. nonprofit organizations that are specifically dedicated to (or prioritize) traffic safety for activities that support priority safety programs.

## Governance

The Road to Zero coalition has been convened by four lead partners: NHTSA, FHWA, the FMCSA, and NSC. These organizations are collaborating to make funds available for the coalition's priority program activities in order to provide the resources necessary for the administrative and operating expenses of the coalition. Representatives from these organizations will make final decisions regarding the overall direction and specific operations of the coalition.

NHTSA, FHWA, FMCSA, and NSC will perform the following basic functions:

- Convene quarterly membership meetings
- Convene quarterly meetings of the Road to Zero Steering Group
- Solicit proposals to advance the mission of the coalition, select award recipients, and monitor execution of funding agreements

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### Road to Zero Steering Group

The IACP will participate as a member of the Road to Zero Steering Group, which was established for the purpose of providing recommendations to NHTSA, FHWA, FMCSA, and NSC regarding membership, the definition of priority program areas, and selection criteria for Road to Zero funding. The group will meet quarterly in advance of the general membership meeting and convene by conference call when necessary for coalition business. Group members will be expected to participate in general membership meetings and provide input on topics like the formulation of solicitations for Road to Zero funding. Group members will also be invited to provide expert input for the zero traffic death scenario development. The Road to Zero Steering Group will also provide feedback on criteria for the eligibility of awards from the coalition. These eligibility criteria will be published as part of any solicitation for proposals.

### Funding

NHTSA, FHWA, FMCSA, and NSC will define a list of priority programs, develop periodic solicitations, and establish selection criteria. The timing, frequency, size, and scope of such solicitations will depend on the availability of funds. Requests for proposals will be announced to the full list of coalition member organizations.

A Review Committee will be established for the purpose of comparing proposals to the selection criteria and recommending awardees. The lead partners will consider potential conflicts of interests and will select individuals for the Review Committee accordingly. The final selection of awardees will be performed by NHTSA, FHWA, FMCSA, and NSC. Funding will be awarded by NSC.

Funding agreements will include a period of performance and performance metrics. Awardees will submit quarterly progress reports, and NHTSA, FHWA, FMCSA, and NSC will meet quarterly to monitor performance.

### Scenario-Based Vision

The diverse subject matter experts of the coalition will provide critical input for the development of a future national scenario with zero traffic fatalities. NHTSA, FHWA, FMCSA, and NSC are sponsoring the development of a scenario-based vision for zero traffic deaths in the United States. This zero-fatality scenario document will demonstrate the feasibility of reaching zero traffic deaths in a 30-year timeframe, highlight the value of existing initiatives such as Toward Zero Deaths and the Vision Zero Network, and serve as a useful planning tool for policymakers and traffic safety organizations. Coalition members will have the expertise and insights necessary to guide the development of this scenario document and define how a human-vehicle-roadway system can be designed to optimize safety.

### Priority Programs

A defined list of priority programs reflecting the comprehensive range of activities inherent in the Safe System approach will be created by the lead partners with input from the Road to Zero Steering Group and disseminated to coalition members.[1] The defined list may be updated quarterly and will be referenced in solicitations.

The IACP is proud to participate in this exciting and ambitious initiative. This collaboration brings together a wide range of industries, professions, and educational institutions in a united effort to achieve the long-term goal of reducing traffic fatalities to zero. The IACP will be reaching out to its members for input as the effort progresses and will provide updates through this column and other outlets. Additional information is available at the Road to Zero website: www.nhtsa.gov/roadtozero. ❖

**Note:**

[1]RoadSafe "The Safe System: Adopting the Safe System," http://www.roadsafe.com/safe system (accessed October 11, 2016).

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