

The PoliceChief

THE PROFESSIONAL VOICE OF LAW ENFORCEMENT

MAY 2014



Officer Safety and Wellness



HEALTH



FITNESS



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In 2013, 105 men and women from U. S., state, local, tribal, or federal law enforcement agencies tragically lost their lives. It is the IACP's position that no injury or death of a law enforcement professional is acceptable. This is the IACP's annual magazine issue dedicated to officer safety and wellness, and it address timely and notable issues such as officer fitness; personal body armor; mental health and suicide considerations; officer seat belt use; and management and training strategies developed in other industries.

The Police Chief

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ARTICLES

24 Changing the Culture of Officer Safety and Wellness By Ian Hamilton

26 Better Outcomes in Policing
By Charles A. Gruber, Scott Griffith, and Steve L. Whatley

30 Pay Now or Pay Later: The Value of Structured Physical Training
By E.J. O'Malley and John Van Vorst

34 Keeping Our Heroes Safe: A Comprehensive Approach to Destigmatizing Mental Health Issues in Law Enforcement By Scott Allen, Christine Jones, Frances Douglas, and Daniel Clark

40 A Lesson Learned the Hard Way—One Agency's Recommendations for Increasing Seat Belt Use By Charlie Beck

44 The IACP/DuPont Kevlar Survivors' Club By Rebecca McClelland Stickley

48 Product Feature: Dressing the Officer for Protection By Scott Harris

50 Managing Change: A Success Story in a Culture Resistant to Change
By Doug LePard and Michelle Davey

54 Preparing for Active Shooter Incidents: Adapting to the Latest Tactics and Anticipating Future Trends
By Stuart K. Cameron

COLUMNS

6 President's Message: Officer Safety Requires the Support of an Entire Agency By Yousry "Yost" Zakhary

8 NEW! The Dispatch

10 Legislative Alert: IACP Supports COPS Funding, Smartphone Searches, and New DHS Undersecretary
By Sarah Guy

12 Officer Safety Corner: Protecting Officers against Pathogens
By David Pirnat

14 Research in Brief: Using NIBIN Ballistic Imaging Hits for the Strategic Targeting of Violent Criminal Networks

By William King, William Wells, Charles Katz, Edward Maguire, and James Frank

16 Chief's Counsel: Dealing with an Armed Populace—Suspect Control in the Age of Open and Concealed Carry
By John J. Knoll

18 From the Manager: A Proactive Strategy for a Unified Public Safety Network By TJ Kennedy

DEPARTMENTS

20 Advances & Applications

21 IACP Working for You

62 New Members

68 Product Update

72 Technology Talk

76 Highway Safety Initiatives

78 Index to Advertisers

POLICE CHIEF ONLINE

Cute or Catastrophic: Officer Safety in Encounters with Exotic Species

By John M. Sellar

<http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=WebOnlyCrt>

Building a National Gang Strategy: A Comprehensive Policy Proposal for Effective Policing, Partnerships, and Organizational Change

By Maurice Richards

<http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=WebOnlyCrt>

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2014 (121st) • Oct. 25–29 • Orlando, FL

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2016 (123rd) • Oct. 15–18 • San Diego, CA

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Officer Safety Requires the Support of an Entire Agency

Officer safety and wellness has always been the IACP's top priority. It is the position of the organization that no injury to or death of a law enforcement professional is acceptable, which is why the IACP has developed the Center for Officer Safety and Wellness (the Center). The mission of the Center is to emphasize the values of safety, health, and wellness as they impact officer performance. The Center fosters the development of these values through educational materials, policies, training, tools, and other resources. The main objectives are to enhance the capacity of law enforcement leaders to instill a culture of safety and wellness in policing from recruitment through retirement and to create a framework that facilitates and advances officer safety and wellness practices.

There are some simple precautions law enforcement officers can take to enhance their safety and to make sure that they return home to their loved ones. Year after year, the number one cause of officer fatalities is traffic-related incidents. All too often, these horrific incidents could have been prevented by the use of a seat belt. The first thing an officer should do when he or she gets into a vehicle is to buckle up. Not only is it recommended, but it's the law.

The seat belt, a simple but vital piece of safety equipment, is often neglected when officers are rushing to get to a scene. It is imperative that our law enforcement officers wear their seat belts and that chiefs stress the importance of seat belt use within their agencies.

Like seat belts, body armor is equally important to a police officer's survival and well-being. Enacting a mandatory vest wear policy is only a preliminary step toward protecting officers from needless disabilities or deaths. Policy compliance must be institutionalized. Officer safety is an all-hands task, but it must originate from agency leadership. There's no denying it, vests save lives, so make sure your officers wear their body armor at all times.

Not all police officer deaths are caused by on-the-job injuries. Last year, 13 percent of law enforcement officer fatalities were due to heart attacks. In comparison, 5 percent of law enforcement officers' deaths were caused by heart attacks in 2012 and 7 percent in 2011. While it

is impossible to foresee every medical issue, it's important that officers and law enforcement agencies make efforts to prevent heart attacks before they happen. Preventative efforts include eating a heart healthy diet, exercising regularly, visiting a doctor regularly for blood pressure and cholesterol checks, limiting alcohol use, and not using tobacco products. Law enforcement agencies should encourage their officers to exercise, eat a healthy diet, and visit their doctors.

Policing is a demanding, often stressful career. On a daily basis, officers are exposed to the worst humankind has to offer. Officers typically see more tragedy in the first few years of their careers than most people see in a lifetime: death, destruction, negative relationships, horrific crashes, and unspeakable crime scenes. The near-constant exposure to human suffering can take its toll on an officer.

While most academies prepare new officers to manage and prevent stress during training, the level of guidance and ongoing support available thereafter is varied. The mental health

of law enforcement officers and the threat of suicide are critical concerns for police leaders and law enforcement agencies.

In police culture, suicide and mental health are often uncomfortable topics and can be seen as signs of weakness contrary to the strong, fearless image law enforcement officers are expected to project. As a result, many agencies and officers have nowhere to turn in a time of crisis. First-line supervisors are essential to the success of employee suicide reductions. Supervisors are the closest to the officers and need to provide support and encourage their officers to speak to them when suffering from a traumatic event.

Suicide knows no boundaries, and it strikes all levels of law enforcement. The IACP is committed to deploying a national strategic plan for implementation of state-of-the-art mental wellness and suicide prevention programs in police departments.

We must remember that although we as officers must be responsible for taking certain precautions ourselves, we must also look out for our peers. Officer safety requires support on all levels, from law enforcement executives to front-line officers. Executives need to lead by example and institute agency policies. All officers need to be aware of their fellow officers, encourage them to take precautionary measures from the use of safety equipment to healthy living, and make sure they know they have a support system and someone to talk to at all times. ♦



*Yousry "Yost" Zakhary, Director,
Woodway, Texas,
Public Safety Department*

The IACP Center for Officer Safety and Wellness

The Center strives to establish a culture of safety, health, and wellness by emphasizing these values as they impact officer performance from recruitment to retirement. Visit:

<http://www.theiacp.org/CenterforOfficerSafetyandWellness>.

CALLING ALL HEROES



APPLICATIONS NOW BEING ACCEPTED FOR
THE IACP/TARGET POLICE
OFFICER OF THE YEAR AWARD

DEADLINE FOR APPLICATIONS IS
FRIDAY, JULY 18, 2014.



The IACP is proud to partner with Target to recognize exemplary performance by police officers domestically and internationally.

The Police Officer of the Year Award recognizes outstanding and heroic achievement among police officers across the globe and highlights the sacrifices made daily by law enforcement's finest. Nominations may be made for exceptional achievement in any police endeavor, including but not limited to, extraordinary valor, crime prevention, investigative work, community relations, traffic safety, drug control and prevention, juvenile programs, and training efforts.

Four finalists will be chosen and each will receive:

- All-expense paid trip to IACP 2014 in Orlando, Florida, for nominee and 1 guest.
- Recognition at IACP's Foundation Gala, where one finalist will receive the Police Officer of the Year Award.
- Recognition of Police Officer of the Year at First General Assembly.
- Featured article in Police Chief Magazine.

For eligibility information and nomination form, please visit:

www.iacp.org/POY

Amanda Burstein, IACP Foundation, 703-647-6829 or Burstein@theiacp.org

THE DISPATCH

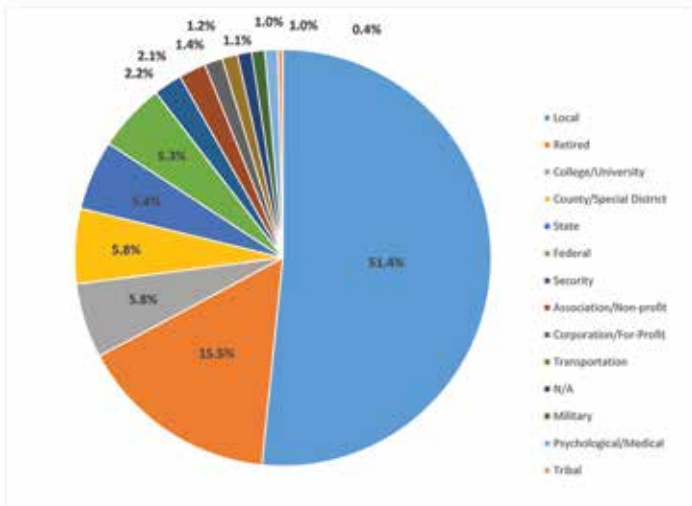
Police Chief knows that many of the best ideas and insights come from IACP members who serve their communities every day. The Dispatch is an opportunity for members and other readers to share their wisdom, thoughts, and input on policing and the magazine.

MEMBERS SPEAK OUT

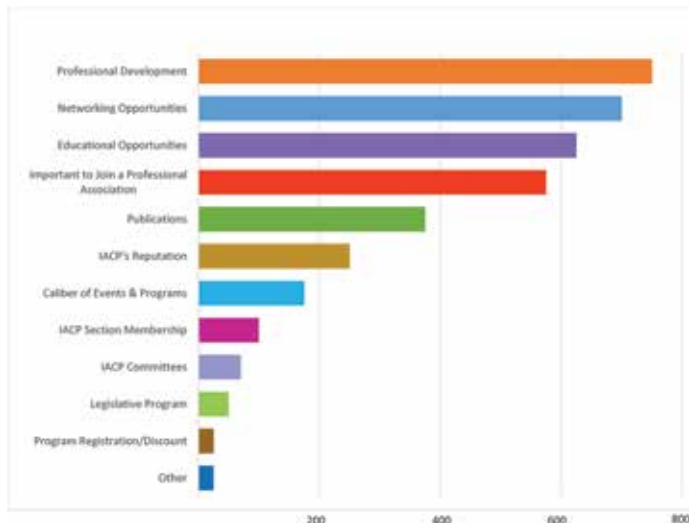
Meet Your Fellow IACP Members

IACP polled our membership to learn more about you and how to best serve you.

Where Do IACP Members Come From?



Why Do Law Enforcement Leaders Join the IACP?



What Communication Tools Do Members Use?

Top 5 Tools Ranked as "Very Important":

1. *Police Chief* (www.policechiefmagazine.com)
2. IACP Website (www.theiacp.org)
3. IACP News (subscribe at www.theiacp.org)
4. Facebook (www.facebook.com/TheIACP)
5. IACP Blog (<http://theiacpblog.org>)

FROM OUR READERS

I was pleasantly surprised and delighted while perusing the pages to notice a photograph on page 31 within "Policing Licensing and Revocation" [February 2014] depicting my police officers who belong to the Queensland Police Service here within Australia.

May I thank you for displaying this photograph and including international jurisdictions in your magazine.

As a relatively new member of the International Association of Chiefs of Police, I enjoy receiving *The Police Chief* magazine each month with insights into policing within the USA and around the world.

— Ian Stewart, Commissioner,
Queensland Police Service

Did an article stir your interest or remind you of your own experiences? Do you have a comment you want to share with other Police Chief readers? Send a note to letters@theiacp.org and you may see your letter in The Police Chief!

YOUR TURN ◀▶

What is the biggest highway safety threat today?

Visit www.policechiefmagazine.org to tell us what you think and look for the results in the July 2014 issue of *Police Chief*!



SOMETIMES, THE DIFFERENCE BETWEEN JUSTICE AND INJUSTICE IS A FORENSIC INVESTIGATOR.

Galen Center for Professional Development and Bill Smock, M.D., have developed the first comprehensive program to train law enforcement officers, detectives, internal affairs, and other crime scene investigators in gunshot wound evaluation and investigation. Dr. Smock has more than 30 years' experience as a coroner's investigator, medical examiner, SANE medical director, detective, police surgeon, and medical advisor for the FBI.

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IACP Supports COPS Funding, Smartphone Searches, and New DHS Undersecretary

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

IACP Endorses the COPS Improvement Act of 2014

The IACP recently endorsed the COPS Improvement Act of 2014, S. 2254. The bill was introduced by U.S. senators Amy Klobuchar (D-MN) and Al Franken (D-MN) on April 10, 2014. If passed, the legislation will provide vital support to local law enforcement by funding the Community Oriented Policing Services (COPS) program through 2019, and authorizing the Office of COPS as a distinct office within the U.S. Department of Justice.

Since its inception, law enforcement agencies across the United States have relied on the COPS Office programs to expand and supplement their law enforcement capabilities. The COPS Office programs help provide law enforcement officers with the necessary resources to enhance public safety in communities and to protect the United States.

This legislation will provide the funds to establish and implement innovative programs to reduce and prevent illegal drug manufacturing and distribution; to combat gun trafficking and reduce gang violence; to hire school resource officers and establish school-based partnerships between local law enforcement agencies and local school systems to combat crime, gangs, and drug activities; to hire or rehire career law enforcement officers; and to recruit inactive military personnel to pursue the law enforcement profession.

IACP Submits Joint Amicus Brief on *David Leon Riley v. the State of California*

The IACP joined the Association of State Criminal Investigative Agencies, National Sheriffs' Association, Major City Chiefs Association, Major County Sheriffs' Association, Association of Prosecuting Attorneys, and the Rockland County District Attorney's Office in submitting an amicus brief on *David Leon Riley v. the State of California*.

The U.S. Supreme Court will be deciding in *Riley* whether officers' searches of the cellphone seized during the petitioner's arrest were lawful under the Fourth Amendment.

The joint brief supports the California Supreme Court and holds that officers may search smartphones incident to arrest without first obtaining a warrant. Alternatively, and at a bare minimum, the brief purports that the court should grant law enforcement officials the leeway to search cellphones incident to arrest when they have reason to believe the phones contain evidence of past, present, or future criminal activity.

The IACP and its partners believe that an immediate search—rather than waiting the several hours it can take to obtain a warrant—is the only way to fully protect law enforcement's profound interest in preventing the

destruction of potentially important evidence that can help solve cases and prevent future crimes.

General Francis X. Taylor Confirmed as Next Undersecretary for Intelligence and Analysis at the U.S. Department of Homeland Security

On April 11, 2014, the U.S. Senate confirmed by voice vote the nomination of General Francis X. Taylor to serve as the next Undersecretary for Intelligence and Analysis (I&A) at the Department of Homeland Security (DHS).

The IACP supported General Taylor's nomination and strongly believes that he will enhance and strengthen the Office of Intelligence and Analysis' mission and ability to ensure the United States is safe, secure, and resilient against the threats of terrorism.

The IACP had the opportunity to meet with General Taylor prior to his confirmation, and he clearly articulated the importance of I&A and the need to disseminate intelligence throughout DHS and to state, local, and tribal law enforcement. Additionally, General Taylor was well versed and understanding of the important role of the National Network of Fusion Centers in the protection of the United States.

IACP Continues to Advocate Against the Consolidation of FEMA's Grant Programs

We previously reported that the president's budget proposes to consolidate 16 of the Federal Emergency Management Agency's (FEMA) state and local preparedness grant programs, like the State Homeland Security Grant Program (SHSGP) and Urban Area Security Initiative (UASI), into one grant program called the National Preparedness Grant Program (NPGP). The president proposed NPGP in his FY 2013 and FY 2014 budgets, but this year it is also being proposed through a legislative authorization proposal. The proposed funding level for the National Preparedness Grant Program is \$1.04 billion, a significant reduction from the FY 2014 allocation to the Federal Emergency Management Agency's homeland security preparedness grants for state and local programs. NPGP would also remove the requirement that at least 25 percent of the total funds awarded under SHSGP and UASI be dedicated towards law enforcement terrorism prevention activities and move the management of the consolidated grant program to the states. States would be given the authority to determine where they would use their allotted SHSGP and UASI grant funds.

The IACP, along with several other law enforcement and local government stakeholder groups, continues to meet with FEMA and the U.S. Congress to express its concerns over the proposed NPGP program and the consolidation of FEMA's existing grant programs. In addition, IACP has heavily stressed disagreement with the removal of the 25 percent requirement that SHSGP and UASI funds be spent on law enforcement activities. ♦

EXCELLENCE IN POLICE AVIATION AWARD



Photo courtesy Heliops Magazine

Call for Nominations

CRITERIA:

Awarded by the leadership of the IACP and its Aviation Committee and made possible by the generous support of Bell Helicopter, the Excellence in Police Aviation Award is presented annually at the IACP conference. Awards are presented to an individual who holds a management or leadership position in police aviation and/or an aviation program or unit that exemplifies excellence in airborne law enforcement. The awards emphasize initiatives to enhance the general level and safety of operations, accident prevention programs, and the efficiency and effectiveness of airborne law enforcement. Efforts eligible for recognition can range from the unit level to the national or international level, including rotary, fixed-wing, or unmanned aircraft operations.

NOMINATIONS:

Nominations are to be submitted by a head of a component or agency who holds current membership in the IACP. Submissions are to be no more than two pages in length plus a cover letter on agency letterhead. Nominations may be accompanied by no more than a total of three additional pages of photographs or supporting documentation. No video or audio recordings will be accepted.

Nominations must be postmarked no later than June 14, 2014.



Submit nominations to:
International Association of Chiefs of Police
Attention: Mike Fergus
44 Canal Center Plaza, Suite 200
Alexandria, VA 22314
fergus@theiacp.org
1-800-THE IACP



Protecting Officers against Pathogens

*By David Pirnat, Second Lieutenant,
Fairfax County, Virginia, Police
Department*

Law enforcement officers face a variety of dangers, yet one of the most serious threats to officer health and well-being cannot be stopped by Kevlar, is not affected by OC spray, and cannot be defeated by even those officers most skilled at defensive tactics: pathogenic microorganisms causing infectious disease. Law enforcement officers are at risk for exposure to potentially infectious pathogens by the nature of their job. Be it rendering aid to the injured at a vehicle crash, fighting to control an intoxicated subject, or arresting a sick suspect, there are a multitude of situations where officers may be exposed to the diseases carried by those with whom they interact. Exposure to an infectious disease is an extremely stressful incident for an officer. Even when told by medical professionals that the potential of developing a disease is slim, an exposure event can bring significant anxiety for the officer—not just for their own well-being, but for the possibility of bringing a disease home to their families.

Pathogens that cause infectious diseases may be blood-borne (HIV, hepatitis), airborne (tuberculosis, influenza, meningitis, whooping cough), or acquired by contact (MRSA and others). Regardless of the mode of transmission, proper use of personal protective equipment (PPE) will minimize the chance for exposure. Unfortunately, many officers do not regularly use PPE or even carry it with them.

Emergency Medical Services (EMS) personnel have much more direct contact with injured and sick people than law enforcement officers do and have institutionalized the use of PPE. EMS personnel exit their units already wearing the appropriate PPE for the incident. In contrast, too few law enforcement personnel recognize the need for PPE, even though many calls for service in the profession are likely to be confrontational. How often does an officer respond to a violent incident, where the dispatch information even includes witness statements such as, “there is blood everywhere” or “covered in blood,” without first donning protective gloves or protective glasses? This officer may quickly find

he or she is involved in a physical confrontation or foot chase with a bleeding subject and has missed the opportunity to don PPE before going hands on with the subject.

Respiratory protection is also an important component of PPE. A properly fitted National Institute of Occupational Safety and Health (NIOSH)—approved disposable N95 mask will reduce the wearer’s risk of inhaling airborne particles, thereby protecting the wearer from whooping cough, influenza, tuberculosis, and other airborne pathogens. Officers do not need to diagnose a person’s ailment; they need to recognize the symptoms of a respiratory illness with potential for transmission through coughing, sneezing, or wheezing and don the mask. This is especially true if they will have prolonged close contact, such as transporting the person in a vehicle. The N95 mask is also highly effective when officers must enter locations with high concentrations of airborne particles or mold spores, a condition found in many hoarding houses.

Personal protective equipment will not protect an officer if it is not used, and it must be provided and made easily accessible. Law enforcement departments need to promote the use of PPE and ensure they are providing the best equipment possible. This includes

provision of high-risk infection control gloves that will not easily tear during law enforcement activities, NIOSH-approved N95 particulate-filtering face piece respirators, eye protection from body fluid splashes, and a waterless hand sanitizer for officers who do not have access to hand-washing facilities (i.e., officers on patrol).

Even with the most proactive procedures in place, pathogen exposures are inevitable. Departments must have an effective exposure control plan in place to assist officers. The Occupational Safety and Health Administration (OSHA) outlines protection standards for all occupations in which workers could be exposed to body fluids in their Bloodborne Pathogens Standard: Title 29 of the *Code of Federal Regulations* at 29 CFR 1910.1030. Adherence to the standards for prescribed protection provides the foundation for the development of both work environment and administrative policies that reflect the scope of infectious disease exposure, whether blood-borne, airborne, or transmitted by contact and elicits an understanding of their management.

The critical functional components of an exposure control plan are the need for immediate post-exposure reporting, source blood testing, consultation with infectious disease specialists, and provisions for the counseling and treatment of exposed officers. Time is not always on the side of the exposed officer. Post-exposure prophylaxis treatment following an occupational exposure to HIV has a very short effective timeframe. Departments cannot wait until after an exposure has occurred to try and figure out the legal, procedural, and medical requirements for drawing a source subject’s blood, testing it, and following up with the necessary treatment for the exposed officer. Most fire and rescue services already have safety officers with knowledge of exposure management, and they serve as an invaluable resource.

The Fairfax County Police Department in Virginia has a Second Lieutenant assigned as a full-time safety officer, assisted by a team of 10 supplemental safety officers. The safety officer works closely with all entities at the department to ensure safe working conditions at incident scenes, training venues, and any other sites where officers are deployed. Additionally, the safety officer works closely with County Risk Management to identify injury trends or



safety concerns, and identifies training needs and changes to policy or procedures related to safety. The safety officer is responsible for the department's exposure control plan, and a safety officer will respond out to assist with risk exposures to officers. This has been found to be an effective way of handling risk exposures. Frequently, an incident with a risk exposure to an officer will involve the use of force, possibly an otherwise injured officer or prisoner, or other component requiring a supervisor's attention. Having a safety officer, who is familiar with risk exposure procedures and responds and takes care of the risk exposure aspect of the incident, frees up the supervisor to handle the other required duties and ensures all the proper procedures are followed and the exposed officer is properly cared for.

Benjamin Franklin's well known idiom, "An ounce of prevention is worth a pound of cure," is especially appropriate for infectious disease exposure control. With the proper equipment, training, and procedures in place all can be better protected against this serious threat to officer safety. ♦

IACP Model Polices— Infectious Diseases

The National Law Enforcement Policy Center, established by IACP in agreement with the U.S. Department of Justice's Bureau of Justice Affairs, develops model policies to help departments define and develop their own policies.

Two of the model policies developed by IACP's policy center can help departments looking to establish policies regarding pathogens and communicable diseases:

- HIV/AIDS Prevention (Volume I)
- Communicable Disease Prevention (Volume II)

To purchase these policies individually or with other policies, please visit:

<http://iacppolice.ebiz.uapps.net/personifyebusiness/PurchasePublications.aspx>.

For more information, contact the policy center:

policycenter@theiacp.org

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

Using NIBIN Ballistic Imaging Hits for the Strategic Targeting of Violent Criminal Networks

By William King, William Wells, Sam Houston State University, Texas; Charles Katz, Arizona State University; Edward Maguire, American University, Washington, D.C.; and James Frank, University of Cincinnati, Ohio

National Integrated Ballistic Information Network

The National Integrated Ballistic Information Network (NIBIN) program is designed to link evidence from firearms that are used at multiple crime scenes or link confiscated firearms to evidence from crime scenes. NIBIN "hits" link crimes involving the same firearm that were not previously known to be related. NIBIN is overseen by the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF) and relies on partnerships with local agencies. As of early 2014, 150 crime labs or law enforcement agencies in the United States serve as NIBIN partner sites. Partner sites input evidence into the NIBIN database and search for and confirm ballistics hits. NIBIN has identified more than 50,000 hits since its inception in 1999.

The Research

With funding from the National Institute of Justice (NIJ), the authors conducted a study of the NIBIN program from 2010 to 2013. They surveyed all crime labs and firearms sections in the United States; gathered data from ATF related to the productivity of all NIBIN sites between 2006 and 2012; and collected detailed data from ATF on hits produced at 19 NIBIN sites. The study also included multi-day site visits to 10 NIBIN partner sites (forensic crime labs) and associated law enforcement agencies. During the research some agencies were identified using NIBIN hits strategically, to identify, target, and prosecute violent criminal networks like street gangs.

NIBIN's Strategic Utility

Law enforcement agencies have historically focused on the tactical applications of NIBIN hits. In other words, NIBIN has been viewed as a helpful source of information for individual criminal cases by identifying a suspect in a particular crime such as a robbery or homicide. When applied tactically, NIBIN is used to identify individual suspects or criminals or to assist in leveraging plea bargains or stronger prosecutions. The tactical utility of NIBIN has been highlighted in brief reports and ATF's "Hits of the Week."

NIBIN, however, also has strategic value that can help law enforcement agencies understand larger patterns of gun crime. NIBIN can reveal latent patterns in gun use, gun sharing, and the gun-related criminal activities of groups like street gangs, drug cartels, and other organized crime entities. Analyzing NIBIN hits can help determine the commonalities and underlying relationships among the crimes and paint a picture of the network. The researchers found that, overall, NIBIN was rarely used for strategic purposes, but when it was, it was a powerful tool. Three specific strategic uses of NIBIN deserve mention.

Strategic Use 1: Onondaga County (Syracuse), New York, analyzes NIBIN hits to identify crimes involving the same gang. Some gangs share their guns, so these hits identify crimes attributable to a gang, but not necessarily to a specific person. Once a violent criminal network is identified, law enforcement uses organized crime statutes (e.g., RICO) to prosecute the group. One official in Onondaga County stated:

Cases that are cold we can solve through NIBIN, and [we are] getting violent guys off the street. They have community guns here. If you have a gun that has been used in five incidents, you might not be able to tie it to a person, but you can use it to tie to a group. It is a phenomenal tool. It is one of the most powerful tools in law enforcement.

Strategic Use 2: Kansas City, Missouri, takes a different approach to using NIBIN strategically. In Kansas City, a "lever pulling" project called NoVA targets and deters high-rate, violent offenders. This goal differs from Syracuse's emphasis on identifying organized criminal groups, but is similar because it still delineates networks of violent criminals (albeit less organized criminals). The strategic analysis at the heart of NoVA, a network analysis of high-rate offenders, includes NIBIN hit data. Once the high-rate offenders are identified, they are targeted with a range of enforcement actions, including a joint ATF/KCPD gun unit and other lever pulling interventions.

Strategic Use 3: In Santa Ana, California, information about all evidence submitted to the firearms section, such as the address of the crime and the nature of the evidence (caliber, rifling, etc.), is first entered into a software program called GunOps (www.sherlockops.com) before being considered for input into NIBIN. Among one of GunOps most powerful analytic tools is its ability to geocode gun crimes. These geolocations are then used to determine which items of evidence have the highest likelihood of producing a hit, which helps the examiner prioritize inputs into NIBIN. The geolocations can also be used to produce maps of gun crime locations, which aids in the analysis of crime patterns involving repeat gun use.

Action Items for Law Enforcement

Not all law enforcement agencies have ready access to NIBIN. However, those that do should think carefully and creatively about how NIBIN can be used strategically to help identify and dismantle violent criminal networks. Every time a gun is used to commit an act of violence, offenders are providing police with valuable investigative information. Police can use that information strategically by routinely geocoding and mapping the locations of gun offenses, conducting network or link analyses with NIBIN hits, or merging NIBIN hit data with other existing data sources (like gun tracing results) to conduct analyses to identify the person and groups that are most centrally involved in violence. NIBIN hits can also be integrated into other initiatives like CompStat, intelligence-led policing, shooting incident reviews, or crime analysis. Retrieving data from the NIBIN system is not a simple process, but the strategic benefits are manifold. ♦

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Dealing with an Armed Populace—Suspect Control in the Age of Open and Concealed Carry

By John J. Knoll, Senior Assistant City Attorney, Law Department, Overland Park, Kansas

Police officers today have a much higher likelihood of encountering someone carrying a gun than in the past. Until recently, even if it was legal to own a gun, carrying one was usually prohibited in cities, and transporting it was usually extensively regulated.¹ However, that is no longer the case in many locations across the United States. The Second Amendment of the U.S. Constitution gives citizens the right “to use [handguns] for the core lawful purpose of self-defense.”² Every U.S. state currently grants its citizens the right to obtain a concealed carry license, and, in many states, people are also legally permitted to openly carry a firearm.³ With states allowing their citizens to “pack heat,” how should police officers respond when they are likely to be dealing with an armed populace?

As discussed in a 2005 edition of this column, mere possession of a gun, by itself, is unlikely to yield reasonable suspicion to support a stop or probable cause to support an arrest. However, if the gun presents an imminent threat due to present circumstances or immediately

past events such as a shots fired call or threatened acts of violence, a court will likely find reasonable suspicion for police inquiry.⁴ It's also important to note that, the possession of a gun may still be a criminal offense, depending on the status of the possessor. While citizens have an individual constitutional right to bear arms, Second Amendment rights are not unlimited.⁵

Police leaders need to keep abreast of the changing landscape of firearm carry laws and ensure that their officers are also kept up to date and trained accordingly. Has agency policy been reviewed with an eye toward all the recent changes in gun laws? Does the agency still allow stops just because someone may be carrying a gun? Perhaps more important, has training included how officers should react when they do encounter someone carrying a gun, which becomes more likely every day?

When dealing with parties who may be armed, the familiar rules from *Terry v. Ohio* still apply, but the changes in gun laws may not allow officers to stop people for the same reasons they once did.⁶ Officers may still conduct a brief, investigatory stop when an officer has a reasonable, articulable suspicion that criminal activity is afoot.⁷ Just as before, displaying physical traits indicating that one might be carrying a gun may not be sufficient reasonable suspicion

to support a stop, particularly since a multitude of citizens are entitled to be armed.⁸ During a stop, if an officer reasonably believes his or her safety requires it, the officer can pat down the outer clothing of the stopped individual for weapons.⁹ The officer can also employ certain suspect-control activities to maintain the status quo during the encounter,¹⁰ such as remove a knife or gun from someone's possession, and return it to the person at the conclusion of the encounter if it is legally possessed.¹¹ However, these suspect-control activities, however justified, may lead to ill will or claims from those lawfully authorized to carry firearms and may result in a court concluding that the suspect has been arrested, possibly without adequate probable cause for arrest, and thus arrested illegally.¹²

Officers (and, indeed, the citizens they protect) may not have kept up with the rapidly changing gun laws.¹³ Almost any sampling of open carry videos on YouTube will yield videos demonstrating some officers' lack of understanding of current gun laws. That lack of understanding may cost an agency money in legal issues that arise from unlawful arrests concerning firearms possession.¹⁴ Establishing and training officers in *Terry* stop policies and reasonable articulable suspicion for a stop can help minimize an agency's exposure. ♦

Notes:

¹Twenty years ago, Congress passed the Brady Handgun Violence Prevention Act, which, among other things, imposed waiting periods and background checks for handgun purchases and prohibited certain people from possessing guns, including (but not limited to) the mentally ill, dishonorably discharged veterans, those convicted of domestic violence misdemeanors, and those subject to certain domestic violence restraining orders. See 18 U.S.C. § 922.

²*McDonald v. Chicago*, 561 U.S. 3025, 130 S. Ct. 3020, 3023, 177 L.Ed.2d 894 (2010), citing *District of Columbia v. Heller*, 554 U.S. 570, 571, 128 S. Ct. 2783, 171 L.Ed.2d 637 (2008).

³See Laura Houser Oblinger, “The Wild, Wild West of Higher Education: Keeping the Campus Carry Decision in the University's Holster,” *Washburn Law Journal* 53 (2013): 87, 96, and 72 (“As of July 9, 2013, all fifty states allow some form of concealed carry.”). See also www.opencarry.org (Arkansas became the nation's 45th open carry state on August 15, 2013.) (accessed February 28, 2014).

⁴John M. Collins, “Responding to Gun Possession Reports,” *Police Chief* 72, no. 12 (December 2005): 10–11.

⁵See *Heller*, 554 U.S. at 626–27, reaffirming longstanding restrictions such as laws prohibiting possession of firearms by felons and the mentally ill, laws forbidding the carrying of firearms in sensitive places such as schools and government buildings, or laws imposing conditions and qualifications on the commercial sale of arms.

⁶*Terry v. Ohio*, 392 U.S. 1, 88 S. Ct. 1868, 20 L. Ed. 2d 889 (1968).

⁷*Illinois v. Wardlow*, 528 U.S. 119, 123–24, 120 S. Ct. 673, 145 L. Ed. 2d 570 (2000).

⁸See, e.g., *United States v. Black*, 707 F.3d 531, 540 (4th Cir. 2013). Black was one of six men standing in a semi-circle when officers approached to make “voluntary contact.” One of the men had an openly carried firearm in a holster on his hip. Officers secured the gun in a police car and began patting down the men for other weapons. One of the officers had taken Black's identification card and pinned it to his uniform. Black got up and attempted to leave, but officers stopped him and eventually found

a gun on him. Black was a convicted felon. He moved to suppress the firearm, alleging the stop was not based on reasonable suspicion. The Fourth Circuit agreed. The circuit found that Black was seized long before he was told not to leave, and at the time of the seizure, the only articulable facts were that one of the men was openly carrying a firearm, which is not a crime in North Carolina. The court rejected the government's contention that a possible felon in a possession situation entitled the police to check. “[W]here a state permits individuals to openly carry firearms, the exercise of this right, without more, cannot justify an investigatory detention. Permitting such a justification would eviscerate Fourth Amendment protections for lawfully armed individuals in those states.”

⁹*Terry*, 392 U.S. at 29.

¹⁰Status quo—maintaining activities that have been upheld include: (a) blocking a vehicle so its occupant is unable to leave, *United States v. Tuley*, 161 F.3d 513, 515 (8th Cir. 1998); (b) arresting occupants inside a residence while officers seek a warrant without unreasonable delay, *Segura v. United States*, 468 U.S. 796, 798,

104 S. Ct. 3380, 82 L. Ed. 2d 599 (1984); (c) putting suspects on the ground and in handcuffs, *Gallegos v. City of Colorado Springs*, 114 F.3d 1024, 1030 (10th Cir. 1997); (d) drawing a gun on a car stop involving someone considered "an armed and dangerous Rambo type," *Foot v. Dunagan*, 33 F.3d 445, 448 (4th Cir. 1994); (e) ordering a person to return to their vehicle and having a seat, *Alston v. Commonwealth of Virginia*, 40 Va. App. 728, 738, 581 S.E.2d 245 (2003); (f) a *Terry* frisk of a car after a victim complained the driver assaulted him with a knife, *State v. Gaston*, 82 Conn. App. 161, 166-67, 842 A.2d 1171 (2004); and (g) seizing car keys from a person suspected of driving under the influence and telling her not to enter her residence, not to move, and to sit where she was, *State v. Whittington*, 401 S.W.3d 263, 275 (2013). But see *United States v. Robertson*, 833 F.2d 777, 781 (9th Cir. 1987), holding that detention of a suspect at gunpoint at a methamphetamine lab for 3-4 minutes was an arrest, not a *Terry* stop, and was unreasonable.

¹¹See *United States v. King*, 990 F.2d 1552, 1562 (10th Cir. 1993) (although driver legally possessed a loaded gun, officer was entitled to separate the vehicle occupants from the pistol for the duration of the stop). Ultimately, the court in *King* held that the officer's act of pointing her gun at the driver, ordering him to place his hands on the steering wheel, and threatening to shoot him if he did not comply with her order exceeded the lawful scope of a *Terry* stop. *King*, 990 F.2d at 1563. See also *United States v. Rodriguez*, 601 F.3d 402 (5th Cir. 2010) (police were justified in temporary seizure of shotgun while investigating a domestic disturbance). Some states codify a police officer's right to maintain the status quo during a stop. See, e.g., Kan. Stat. Ann. § 22-2402, Stopping of suspect, which provides:

- (1) Without making an arrest, a law enforcement officer may stop any person in a public place whom such officer reasonably suspects is committing, has committed or is about to commit a crime and may demand of the name, address of such suspect and an explanation of such suspect's actions.
- (2) When a law enforcement officer has stopped a person for questioning pursuant to this section and reasonably suspects that such officer's personal safety requires it, such officer may frisk such person for firearms or other dangerous weapons. If the law enforcement officer finds a firearm or weapon, or other thing, the possession of which may be a crime or evidence of crime, such officer may take and keep it until the completion of the questioning, at which time such officer shall either return it, if lawfully possessed, or arrest such person; http://kansassatutes.lesterama.org/Chapter_22/Article_24/22-2402.html (accessed March 26, 2014).

The presence of a gun in a vehicle may also establish some other exception allowing a warrantless search of a vehicle. See *United States v. Campbell*, 549 F.3d 364 (6th Cir. 2008) ("An officer at the scene of an automobile stop, who can see the butt of a handgun under the passenger seat while standing outside the vehicle, can confiscate the gun under the plain-view exception to warrant requirement.")

¹²While tactics are beyond the scope of this article, alternatives to disarming someone might be

for the officer to position themselves to advantage and ask the person if they are carrying a firearm. If they respond affirmatively, the officer could ask them not to touch it and disclose where it is, and have the person keep their hands away from it during the contact. Ron Avery, "Dealing with Citizens Legally Carrying a Concealed Weapon," *PoliceOne.com* (accessed July 26, 2010). See also Collins, "Responding to Gun Possession Reports," n. 4 (setting forth enforcement guidelines); *King*, 990 F.2d, n. 12 at 1562.

¹³See, e.g., *Gonzalez v. Village of West Milwaukee*, 671 F.3d 649, 656-57 (7th Cir. 2012); Two different retail store managers were "startled," "shocked" and "very nervous" when Gonzalez openly carried a firearm in

their stores; officers were granted qualified immunity on arrests for disorderly conduct.

¹⁴See Chris Legeros, "Bellingham Man Wins \$15,000 Settlement after City Cop Stops Him for Carrying Gun in Park," *kirotv.com*, August 14, 2013, <http://www.kirotv.com/news/news/bellingham-man-wins-15000-settlement-after-city-co/nZPdj> (accessed February 28, 2014), reporting on *Laigaie v. City of Bellingham, Washington*, no case no., in which the city paid a \$15,000 settlement for an open carry arrest of Laigaie, and agreed to train its police officers and 9-1-1 dispatchers on open carry laws.

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A Proactive Strategy for a Unified Public Safety Network

In 2012, Congress passed legislation to create the First Responder Network Authority, known as FirstNet. Its mission is ambitious but necessary—to ensure the construction of a national broadband network for the use of public safety. As acting general manager of this enterprise, I am honored to be able to oversee the implementation of the final recommendation of the 9/11 Commission—a mission that is going to fundamentally change the face of public safety communications.

For too long, firefighters, police officers, emergency dispatchers, and others have endured a patchwork quilt of communication systems that, while effective in localized incidents, are not interoperable. We know that during the terrorist attacks of 9/11 the multiple responding jurisdictions at the World Trade Center and the Pentagon were not immediately able to speak to each other. We know a lot of work has been done at the local level to enhance communications abilities within departments. But the connections between departments have been lacking. FirstNet bridges those gaps.

That brings us to the question “Why FirstNet?”

The answer is simple: interoperability, security, and affordability. Our priority is to ensure first responders have this tool. But it’s not just about the connection. This will be highly secure, going far beyond any security measures now in place by commercial carriers, and it has to be done in a way that makes financial sense for all of the 56 U.S. states and territories. That’s why we are now engaged in a robust process to meet with all of our partners in the state and tribal jurisdictions in order to understand what assets and infrastructure now exist and how best to build upon them. Our goal is to partner with entities that can most effectively help FirstNet become the resource it absolutely must be to support our first responders.

We recognize that we cannot make this work without the support and embrace of the public safety community and public-private partnerships. As we begin to evaluate requests for information sent out last year, we will better determine what it’s going to take to begin building FirstNet. That means there will be opportunities for the public and private sectors to come together in ways that will benefit our partners and result in the build-out of FirstNet. We are

looking at the possibility of sharing carrier sites. We are looking for financial partners, and there will certainly be rural partners, where they make sense. Antenna sites could be shared, for example, along with equipment such as generators and battery back-up modules. So, the opportunity for partnerships is virtually endless as we begin designing and, ultimately, building our network. Naturally, we’ll look to police chiefs and public safety providers, along with stakeholders such as the IACP, to help guide our course and relay valuable input from the field.

We remain hard at work building the foundation of this organization, having recently released the authority’s preliminary strategic roadmap—a course of action designed to ensure the building and management of the network. The roadmap will assist in developing a definitive business plan, along with comprehensive state-based outreach and consultation plans. Outreach is a critical part of what we do. We’re not just communicating with state and local governments, but we’re gleaning the knowledge and experience of the telecom industry as well. We need to know about all available assets so that we can construct a system that works

for everyone, keeping in mind our priority of enhancing operations for first responders.

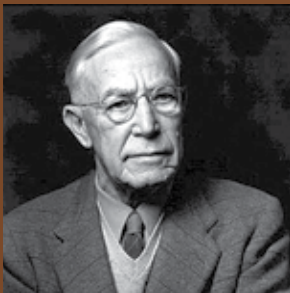
We will share our proactive strategy with our key constituents—public safety agencies, local governments, the U.S. Congress, the administration, and the media. We feel that this approach is critical as we progress through our program roadmap.

As we complete the tasks laid out in our strategic roadmap, the ultimate FirstNet network solution and anticipated business plan will narrow and become clearer. At this time, we expect to reach several key milestones over approximately the next year—achievements that will serve as appropriate checkpoints to ensure that we are on track within our roadmap and within the expectations of our stakeholders. Topping the list of those priorities is the initiation of our public notice and comment period, allowing interested parties an opportunity to engage directly with FirstNet and help shape certain program procedures, policies, and statutory interpretations. This action will play an instrumental part in preparing for network, equipment, and service proposals, plus push the authority towards the rollout of formal state consultations, a key move that will precede the building of the nationwide network.

The history of FirstNet is all about innovation. For five years, public safety personnel and stakeholders have found creative ways to stand together and convince legislators of the need for a nationwide broadband network dedicated to fire, police, EMS, and other safety providers. Congress found innovative ways to craft and pass the legislation that created FirstNet. And today, the complexities of this project demand that we continue to find innovative ways to complete our mission. Once this network is in place, it will not only transform how public safety responds to disasters, but also change how everyday work is performed, making public safety more effective and the United States safer. On behalf of the board of directors of FirstNet, I want to thank IACP and its members for the feedback they’ve provided to date and the continued interest in FirstNet’s progress. Through this work, we will make the United States safer, we will save lives, and we will give our first responders the tools they need to protect us. ♦



*TJ Kennedy,
Acting General Manager, FirstNet*



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Where do the good ideas come from?

In this column, we offer our readers the opportunity to learn about—and benefit from—some of the cutting-edge technologies being implemented by law enforcement colleagues around the world.

Bradley County Schools Launch TIPS Safety Platform

The Bradley County, Tennessee, school system has implemented a new program to help keep children safe.

TIPS (Threat Assessment, Incident Management and Prevention Services) is an award-winning web-based risk management and incident reporting platform from Awareity. The TIPS platform is successfully being used in school districts across the United States to identify, prevent, and effectively intervene in threatening behaviors.

TIPS provides an avenue for all students, parents, staff, and community members to safely report disconcerting behaviors, suspicious incidents, or general concerns to school staff. Concerns which may be reported include bullying, cyber-bullying, weapons, drug or alcohol use, vandalism, threats of violence, suicide risk, sexual harassment, abuse, and truancy.

"TIPS is a tool to be utilized by school administrators and law enforcement to increase awareness of student safety and concerning behaviors within our schools," said Scotty Hernandez, Bradley County Schools safety and security coordinator. "This tool has the potential to detect, deter, and disrupt unwanted behavior or criminal activity."

TIPS does not take the place of emergency services, but it does provide all stakeholders in Bradley County Schools another avenue to deter or disrupt unacceptable behaviors or illegal activities.

"If someone has information about concerning behaviors or suspicious activities that could potentially jeopardize the safety and security of students, faculty, or staff, the individual can access TIPS from the Bradley County Schools' website and report that information," Hernandez said.

Reports are reviewed by school administrators and school resource officers (SROs). Reports can also be shared with SROs at other locations in the event of bullying between students at different schools, on the bus, and so forth. Since its implementation, the SROs have taken advantage of TIPS to keep track of over 400 reports, ranging from daily log activities,

custody issues, and juvenile citations to teaching DARE and making arrests.

Funding for TIPS in Bradley County Schools is through a Safe Schools grant. The system can be accessed through the school's website by visiting <http://www.bradley-schools.org> and clicking on the TIPS: Report Incident logo.

For more information, visit <http://www.awareity.com/public/solutions.asp>.

Sheriff's Office Uses Twitter to Save Hours on Shift Call-outs

The Clackamas County Sheriff's Office recently freed up hundreds of employee hours a year by allowing deputies to learn about shift vacancies using the simplest of tools: Twitter.

Sergeant John Naccarato noticed the usual system for filling shift vacancies was time-consuming; a Community Service Officer (CSO) spent hours calling a long list of deputies to see if any were interested in filling shift vacancies.

"The CSOs would have to call the deputies, who might be asleep or on vacation," recalls Naccarato. "There had to be a better way."

That's when Naccarato hit on a call-out system that used Twitter, the free social-messaging service.

Hours spent with a phone and a spreadsheet were replaced with the typing of a single Twitter post, or "tweet," about a shift vacancy. Deputies see the new tweet—and the shift opening—and call in if they're interested in filling the vacancy.

"We set up private Twitter accounts for each shift," explains Naccarato, "and then we assigned private Twitter accounts to participating deputies. The deputy Twitter accounts follow the shift Twitter accounts."

"All the CSO has to do now is log into a shift Twitter account and send out a single tweet about a shift vacancy. The deputies see the tweet about the vacancy and call in if they're interested."

After a successful trial run, the system was implemented on a larger scale at the sheriff's office. Time savings proved enormous for CSOs. "Instead of spending three hours of a 10-hour shift calling a list, the CSO now spends 30 seconds composing a tweet, hits send, and waits for the call," explains Naccarato. "It frees

the CSOs up to interact with the public, work on warrants—all the things we really need."

For more information, visit <https://twitter.com/ClackCoSheriff> or <http://www.clackamas.us/sheriff>.

Haystax Launches National School Safety Cloud

Haystax Technology, Inc., announces the launch of its National School Safety Cloud, an integrated portfolio of online software applications that enables school districts and their public safety partners nationwide to securely manage their school safety operations and data in the cloud.

"[The Haystax School Safety Cloud] provides us with a much greater level of situational awareness in and around schools in our region. Having emergency plans, floor plans, and key personnel information literally at our fingertips and viewable even when we're on the move saves critical time during an incident response," said Gary Coons, Chief of Indianapolis Homeland Security. "Even during non-crisis periods, the Haystax system is an ideal tool for preparedness planning, training, and drills. It allows us to partner with education officials to make our schools safer."

The web-based and mobile apps in the National School Safety Cloud are accessible to all authorized users, providing a shared and continuously updated picture of the school security environment and seamless coordination during a crisis, as well as integrated software tools like custom safety assessment forms and field alerting apps.

School safety engages a wide cross-section of the community, from students and parents to teachers and superintendents, plus a range of public safety officials and government administrators, policymakers, and legislators. Diverse stakeholders constantly strive to understand the broad threats and risks facing all schools in their areas of responsibility, as well as the aspects of the security environment unique to each school. The School Safety Cloud enables them to do both by providing the information they need, when they need it.

From the smallest school districts to the largest states, authorized users of the School Safety Cloud can do the following:

- Catalog their school facilities, with detailed site descriptions, location data, contact information, and more;
- Upload vital documents like floor plans and emergency plans, plus photos of key personnel and facilities;
- Conduct safety audits and assessments, which can be customized to match existing assessments mandated in many U.S. states, and can generate automated written reports on the threats and risks facing each facility;
- Schedule and manage events such as school community activities and emergency drills;
- Report and track incidents in and around schools using a variety of news sources and emergency dispatch feeds, plus alerts from a mobile reporting app;
- Dynamically and continuously monitor school-related threat data from social media networks and other digital sources. ❖

For more information, visit <http://www.haystax.com/solutions/public-safety-cloud/school-safety>.

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- presents additional resources, documents, and studies
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- keeps you up-to-date on major releases, new techniques, and technology before your boss or subordinates bring them up

Stay at the cutting edge by reading IACP NEWS!

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.

Ambush Project

IACP, in partnership with CNA, is seeking to fill the void in research on ambushes of police and use the knowledge gained to inform policy, training, and operational practices in U.S. police departments. The project team will review existing research and literature on the topic; analyze data sets of assaults on police officers; present the research review and data analysis to a series of focus groups comprised of leading practitioners and academics specializing in officer safety; and produce and disseminate reports, guides, and other materials based on research, analysis, and focus group findings to the field.

The project team is interested in obtaining incident and after action reports of ambush attacks on law enforcement officers to further inform this important initiative. If you wish to provide copies of such reports or any additional information pertinent to the topic, please contact IACP representative, Ian Hamilton, hamilton@theiacp.org.

Visit <http://www.iacp.org/Ambush-Project> to learn more or to view the project's new factsheet.

Citation in Lieu of Arrest

In 2012, law enforcement made more than 12 million arrests—of which less than 5 percent were for violent crimes. Some jurisdictions have sought to reduce the number of physical arrests of low-risk offenders by using citation in lieu of arrest. However, little information is available about which jurisdictions use citation and the impact of this approach on community safety and justice system efficiency.

The IACP has formed a partnership with the Laura and John Arnold Foundation (LJAF) to conduct research on how police departments approach the use of citation in lieu of arrest. This research will provide stakeholders with baseline information about the citation use across the United States. It will also provide the basis for LJAF to develop innovative tools to help law enforcement make data-driven decisions about the use of citations. These tools will help law enforcement determine which individuals pose a risk of committing a new crime or failing to come back to court, and therefore, should be arrested and booked rather than cited and released.

Preliminary findings from the first phase of the partnership will be released in mid-2015. For more information, contact Jennifer Foley, foleyj@theiacp.org

Youth Focused Policing Resource Center

The IACP's Youth Focused Policing (YFP) Resource Center is an online clearinghouse of information and resources to help law enforcement deliver effective services to youth within their communities. The YFP Resource Center includes a searchable program directory of youth law enforcement programs from across the United States; a searchable resource library of materials relating to youth crime, delinquency, and victimization; IACP's training and technical assistance opportunities in the areas of juvenile justice, children exposed to violence, and child sex trafficking; news articles on current issues in youth policing; facts on juvenile delinquency; and a moderated discussion forum. The YFP Resource Center also includes a Youth Program Impact Toolkit, an online guide for law enforcement to measure the impact of their youth programs and services. The toolkit contains an overview of the impact evaluation process, an eight-step guide for evaluating impact, sample evaluation plans, and a customizable evaluation template.

The website is part of IACP's Improving Law Enforcement Responses to Youth Training and Technical Assistance Program, funded by the Office of Juvenile Justice and Delinquency Prevention (OJJDP), Office of Justice Programs, U.S. Department of Justice, an initiative designed to educate law enforcement and allied juvenile justice professionals on strategies to effectively address juvenile delinquency, crime, and victimization and build positive relationships with youth. ❖

Access the Youth Focused Policing (YFP) Resource Center at <http://www.iacpyouth.org>.



2014 ENROLLMENT IS OPEN NOW!

IACP presents:

Women's Leadership Institute

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September 7 – 12, 2014

Duluth, MN
November 9 – 14, 2014

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

Classes begin on Sunday evening and conclude early afternoon Friday. General tuition is \$875. Additional costs **will** include select meals incorporated into the Institute.

Institute Curriculum Focus Includes:

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

Training site and lodging for each location are negotiated by IACP. Lodging is negotiated based on per diem rates for each city.

Registration for this Institute cannot be accomplished online. To register and for more information, please contact Laura Renenger at 703-836-6767 x274 or renenger@theiacp.org.

For information on the course, visit www.theiacp.org/training.

2014

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IACP Training Programs

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Week 1: August 8 – 12, 2014
Week 2: September 8 – 12, 2014
Week 3: October 6 – 10, 2014

Sarasota Police Department
Leadership in Police OrganizationsSM (LPO)
Week 1: May 12 – 16, 2014
Week 2: June 9 – 13, 2014
Week 3: July 14 – 18, 2014

Kansas

Overland Park Police Department
Leadership in Police OrganizationsSM (LPO)
Week 1: July 14 – 18, 2014
Week 2: August 11 – 15, 2014
Week 2: September 22 – 26, 2014

New Mexico

Albuquerque Police Department
Leadership in Police OrganizationsSM (LPO)
Week 1: June 9 – 13, 2014
Week 2: July 7 – 11, 2014
Week 2: August 18 – 22, 2014

New York

Westchester County Police Department
Leadership in Police OrganizationsSM (LPO)
Week 1: October 13 – 17, 2014
Week 2: November 10 – 14, 2014
Week 2: December 1 – 5, 2014

Ohio

Cleveland Division of Police
Leadership in Police OrganizationsSM (LPO)
Week 1: June 2 – 6, 2014
Week 2: June 23 – 27, 2014
Week 3: July 14 – 18, 2014

Washington

Port of Seattle Police Department
Leadership in Police OrganizationsSM (LPO)
Week 1: September 15 – 19, 2014
Week 2: October 13 – 17, 2014
Week 3: November 10 – 14, 2014

Wisconsin

Milwaukee Police Department
Faculty Development Workshop (FDW)
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Week 2: August 18 – 22, 2014

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Larry Saunders
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Vermont State Police

Eric Stewart
Lieutenant
Aurora PD, CO

David Zibolski
Deputy Administrator
Wisconsin Dept.
of Justice



Changing the Culture of Officer Safety and Wellness

By Ian Hamilton, Project Manager, IACP Center for Officer Safety and Wellness

In 2013, line-of-duty deaths among law enforcement officers in the United States dropped to the lowest recorded number in over 50 years. Still, according to the Officer Down Memorial Page, there were 105 men and women from state, local, tribal, or federal law enforcement agencies who tragically lost their lives.¹ It is the IACP's position that no injury or death of a law enforcement professional is acceptable. As an organization that serves as the professional voice of law enforcement, the IACP is committed to providing leadership, advocacy, and training and educational resources to better inform and equip all law enforcement professionals, from patrol officers to executives.

The May 2014 publication of *Police Chief* is the IACP's annual magazine issue dedicated to officer safety and wellness, and this year, we feature a collection of articles that address timely and notable issues such as officer fitness as it relates to safety and training; the importance of personal body armor wear among officers; law enforcement mental health and suicide considerations; the effectiveness of officer seat belt wear to mitigate officer injury and prevent traffic-related fatalities; and an examination of how law enforcement executives can look to management and training strategies developed in other industries to increase efficiency and positively impact officers' behaviors.

Officer safety and wellness is a fundamental part of the day-to-day mission of the IACP, and each and every ongoing project and initiative undertaken by IACP staff and its membership works to achieve this mission. This edition of *Police Chief* focuses on officer safety and wellness issues; however, the IACP promotes safety and wellness issues every month in the Officer Safety

Corner column of the magazine. Archived versions of previous Officer Safety Corner columns can be accessed at <http://www.policechiefmagazine.org>.

In previous years, the IACP Annual Conference's educational program has featured an array of contemporary and thought-provoking sessions to inform law enforcement executives and promote the overall public safety mission. At IACP 2013, officer safety and wellness project staff, along with a number of experienced and passionate practitioners, collaboratively addressed important officer safety issues such as departmental injury tracking, officer mental health, and ambush attacks perpetrated against law enforcement. This year's conference curriculum for IACP 2014 in Orlando will further the discussion of

officer safety and wellness issues across a series of workshops and sessions and offer attendees resourceful information, best practices, and lessons learned from some of the most innovative and forward-thinking law enforcement agencies across the United States. Similarly, IACP project staff will continue to highlight the work being done through the association in cooperation with its federal partners. ♦

Note:

¹"Honoring Officers Killed in 2013," Officer Down Memorial Page, <http://www.odmp.org/search/year?year=2013> (accessed March 3, 2014).

How you can contribute:

The vision of the IACP Center for Officer Safety and Wellness is to establish a culture of safety and wellness within all law enforcement organizations beginning at the recruitment and academy stages of an officer's career and continuing well into his or her retirement years. To achieve this vision, the Center will continue to emphasize the values of safety, health, and wellness and how they directly impact officer performance. We call upon you, the experts and the leaders in the profession, to provide us with your experiences, best practices, and recommendations so that IACP may continue to raise awareness on a range of officer safety and wellness issues.

For additional resources and information on the IACP Center for Officer Safety and Wellness, please visit the newly redesigned web page at www.theiacp.org/officersafety. To provide us with your experiences, best practices, and recommendations for topics to be addressed, please contact Center staff at officersafety@theiacp.org.

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Better Outcomes in Policing

By Charles A. Gruber, MS,
Chief of Police (ret.), South
Barrington, Illinois, Police
Department, and IACP Past
President; Scott Griffith, MS,
Partner, SG Collaborative
Solutions, LLC, Westlake,
Texas; and Steve L. Whatley,
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Shreveport, Louisiana,
Police Department



Police chiefs can obtain better outcomes in law enforcement by employing improved strategies developed in other high-consequence industries. Although law enforcement may appear very different from these industries, the underlying fundamental elements remain the same: the combination of the systems designed by law enforcement and the human behaviors within those systems will determine the outcomes.

Similar to physicians, engineers, firefighters, and pilots, police officers are highly trained professionals operating in complex environments where the consequences of failure can be disastrous. However, unlike these other endeavors, the profession has been slow to recognize the science behind predictable organizational outcomes. In other words, the systems law enforcement designs, including the policies, procedures, and equipment, when combined with human behaviors, lead to predictable outcomes. In most cases, these components, especially police officers' decisions (i.e., behavioral choices), are considered only when the outcome is negative. Often, for the near misses or close calls, little or nothing is done in terms of reviewing these systems or the behavioral choices regarding their contributions to those negative outcomes. No harm, no foul, right?

For example, what is the typical reaction to a situation when an officer trained to not

reach inside of a driver-occupied vehicle, does just that and is dragged down the street? The reaction likely focuses on the outcome of the event rather than the behavioral choice of the officer. Often, the focus is on the assailant's and not the officer's actions, especially if the officer is uninjured and has "safely" apprehended the assailant. For another example, what about multiple officers giving chase to several fleeing suspects individually, leaving their partners exposed to one or more assailants? Would the result have been better if the officers had stayed together and focused on the apprehension of one assailant? Would "safety in numbers" on the part of the officers have resulted in a lesser degree of force, with a higher likelihood of avoiding injury or fatality? Shouldn't the investigation start with an examination of the expected procedure to be followed in this situation, and understand if a breach was justifiable or not, and then turn the attention to the officers' behaviors?

In general, a more thorough, scientific approach would start with examining departmental procedures and officers' behaviors before assigning blame to anyone for the outcome, good or bad. Again, the reaction to a situation is likely based on whether or not the outcome is undesirable. When the outcome is tragic, there is often external pressure to show a disciplinary response, which sometimes leads to the

impression of simply "throwing the cops under the bus." However, the same types of behavior without a tragic outcome would go virtually unnoticed in most agencies.

Focusing on Systems and Behaviors

To continuously improve, law enforcement agencies must see new opportunities to manage both systems and behaviors that they have traditionally missed. Many of the methods employed in present-day law enforcement culture were derived from military command and control principles. Likewise, in today's police organizations, the primary methods of controlling behavior within the department have been punitive. But just as the success in keeping the peace within communities has evolved beyond use of force to include a variety of effective community policing strategies, the approach to managing *within* the department must evolve as well. Most importantly, this includes the potential to reduce the number of unintended and, at times, harmful outcomes, including sustained citizen complaints from rudeness to excessive force, preventable vehicle crashes, false confessions, unlawful arrests and wrongful convictions, and civil rights violations, to name a few. If law enforcement is to improve outcomes in these and other areas, it will require a deeper understanding of risk management and socio-technical systems.

The term “socio-technical” refers to human beings operating inside technical systems. These systems are comprised of departmental policies, procedures, training, and equipment. Managing the risks of socio-technical systems involves an understanding of the complex relationship between people and those systems (see Figure 1). In other words, the systems designed by law enforcement should depend, in large part, on an understanding of the capabilities of officers to react in risky situations; conversely, the actions and decisions (i.e., behavioral choices) of officers will often depend on their knowledge, skills, and abilities in utilizing the tools that have been given to them. The success at preventing undesirable outcomes will depend on the design and ability to hold to the socio-technical system encompassing policies, procedures, and equipment, as well as police officers, accountable for both the good and the bad outcomes.

An effective organization will recognize that system design provides the framework for success, but that it can do no better than the limitations that are inherent in those designs. Success in building and operating a nuclear power reactor requires multiple layers of barriers, redundancies, and recovery strategies to ensure acceptable levels of risk. Yet many organizations outside of the nuclear industry often expect employees to be perfect without recognizing the importance of these system design strategies. In the fields of nuclear power and aviation, success starts with procedural and engineering controls, including human factors design, that are essential to achieving positive outcomes.

So what role does human behavior play? In essence, officers are critical components within the systems, and system design and human behavior are interconnected. That is, a relationship often exists between the two that can be mutually supportive—or,

at other times, can lead to complacency. In a perfect system, neither mechanical parts nor humans would fail; however, if mechanical parts are expected to eventually wear out and sometimes malfunction, shouldn't the limitations of officers be considered as well? A machine might not get fatigued, forgetful, distracted, rushed, overstimulated, or frightened, but an officer may go through these states of consciousness on any given day.

By necessity, officers remain central to how risk must be managed. Within police departments and in certain high-risk situations, law enforcement has built complex systems to manage risk, but, ultimately, risk management must continue to rely on the good judgment and experience of the professionals employed and trained for these situations. While officers continue to perform in ways no computer has been able to match, officers fail in predictable ways: distractions, fear, fatigue, drift, low-risk perception, and a lack of situational awareness all contribute to undesired outcomes. Systems engineers in other high-consequence professions predict human variability in critical circumstances. In policing, it is essential to realize that *law enforcement is comprised of imperfect systems interfaced with predictably fallible human beings*. Even highly trained SWAT teams that use specialized equipment never deploy without risk of operational failure. The challenge is to not rely on the officer to be perfect, but to identify where the systems and people are vulnerable and work to optimize reliability in those areas.

Well-designed, high-consequence organizations recognize the vulnerability of their systems being one human error or at-risk behavior away from causing harm. In law enforcement, it could be an officer making an arrest using force who mistakenly draws a lethal firearm instead of a less lethal tool. Just as important are personal performance shaping factors, where both external and internal influences on human resources and their reliability are examined. Finally, the personal perception of risk involved in a specific behavior will, in many cases, determine how well the officer performs.

In the past, the mistaken thought has been that holding humans accountable for their outcomes through punishment will ensure that they never make a mistake or drift into at-risk behaviors. For example, all agencies have policies that prisoners being transported to any destination will be seat belted in the rear seat of the squad car. Yet how many officers adhere reliably to this policy? Minor crashes might not raise a red flag, but when a prisoner sustains serious injuries after not being properly seat belted, the officer would likely be disciplined or their employment terminated. Organiza-

tional accountability requires an understanding of system design, human behavior, and how to achieve reliability within each.

Learning Systems—Our Ability to See Risk Clearly

Human beings' perception of risk with respect to behavior is directly related to their perception of the consequences of their actions. Immediate and certain consequences provide strong motivations; vague and uncertain consequences are weak; and rules and procedures are often the least effective of the influences on behavior. For example, most adults understand the risks associated with maintaining a speed limit at all times, yet people often choose to drive a little over the speed limit because of the perception that it saves time or that “everyone else is doing it.” However, when a citizen sees the police officer parked along the side of the road, they slow down, at least temporarily, until they drive out of sight and resume the at-risk behavior.

This illustration is meant to show that of the three possible incentives to drive at or below the speed limit, rules and the possibility of causing a collision often take a “back seat” to the higher likelihood of receiving a ticket, if only temporarily. In this respect, police officers are no different than other people in society. Everyone slows down or follows the rules when being watched and then often drifts back into habit patterns when it is perceived safe to do so (i.e., when the potential consequences are less immediate). Take, for example, an officer who chooses to activate the siren on a routine call or makes an arrest without following proper procedure when handcuffing a suspect. Would the officer be likely to engage in these at-risk behaviors in the presence of the chief or supervisor?

Recognizing this fact about human beings, how does it affect law enforcement's ability to manage the socio-technical system? The answer is that “what we fail to inspect, we shouldn't expect much of in return.” In other words, behaviors beyond the supervisor's line-of-sight are most likely to be risky. To manage the socio-technical system well, organizations must be able to see risk clearly and be able to learn from both positive and negative experiences of their officers. Often, the only way to do this is to understand and learn from the day-to-day perspective of officers. However, to do this, officers must feel that it's safe to come forward or to admit mistakes and at-risk behaviors.

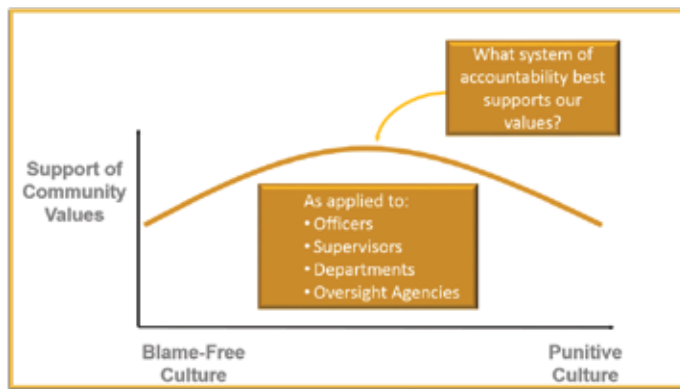
Workplace Fairness—A Balanced Accountability

At the heart of this approach to producing better outcomes lies a fundamental workplace fairness issue: what system of accountability best supports the goals of the

Figure 1: The Socio-Technical Pyramid and the Central Focus on System Design and Behavioral Choices



Figure 2: A Balanced Approach to Workplace Fairness



department and its charge to protect the public? In the real world of law enforcement, neither a “blame-free” nor a “punitive” culture is optimal. The answer lies in a balanced, collaborative approach to workplace fairness, where both systems (i.e., policies, procedures, training, and equipment) and individuals are held appropriately accountable—an approach often referred to as “just culture.”

A just culture model refers to a safety-supportive system of shared accountability where organizations are accountable for the systems they have designed and for responding to the behaviors of employees in fair and just manners. Employees, in turn, are accountable for the quality of their choices and for honest reporting of their actions, omissions, errors, and system vulnerabilities. This model is designed to help change an organization’s culture by placing less focus on incidents, errors, and outcomes, and more focus on risk, system design, and the management of the behavioral choices of its personnel. In this model, errors and outcomes are the outputs to be monitored; system design and behavioral choices are the inputs to be managed.

The field of human factors psychology has been integral to advancements in managing human behavior. Based on these scientific advancements, collaborative organizations recognize three major categories of human behavior and the importance of responding appropriately to each:

Human Behavior Category 1: Human Error

A human error occurs when an individual inadvertently does other than what should have been done; a slip, a lapse, or a mistake.

When a human error occurs, the response is to console the humans who made the mistake; work with them, when appropriate, and assist them in making better choices that will lower the likelihood of error; and consider redesigning the system to better manage the risks involved. Organizations that practice just culture examine the human error rate of other individuals in these circumstances, and seek to learn from reports, audits, and near misses before an accident occurs.

Human Behavior Category 2: At-Risk Behavior

At-risk behavior involves making a choice that increases risk where risk is not recognized or is mistakenly believed to be justified.

The response to at-risk behavior is similar to the response to human error, yet here exists the opportunity to more closely examine the choices themselves. When at-risk behavior occurs, the response to those involved is to coach them around their awareness of risk, remove the barriers or disincentives to compliance with rules and procedures, and promote incentives that produce the desired behaviors. Just culture examines norms, both individual and group, and what role these may have played in the behavioral choice. Why not simply punish people who demonstrate at-risk behaviors? Because actions such as rewarding outcome-based performance or looking the other way when no harm occurs may have contributed to the presence of these at-risk behaviors. In addition, punishing at-risk behavior serves to drive admission or reporting of these choices below the surface. If punishment is the likely consequence in an organization, then such behaviors are reported only when they cannot be hidden.

Benefits of the Socio-Technical Collaborative Approach

Benefits for Officers

- Officers and administrative staff work in a just system that is neither punitive nor blame free, but a system of shared accountability between labor, management, and departmental oversight officials.
- Officers and staff have an objective framework for fair and constructive response to errors and events.
- Chiefs and supervisors have a practical tool to guide consistent, objective, and fair evaluations of behaviors leading to errors or events.
- Individuals have a framework to evaluate their own behavioral choices.

Benefits for the Department

- An environment of transparency around risk is created.
- The department has reduced risk and prioritized interventions. This is possible in organizations with open, fair, and learning cultures, and in facilities that design safe systems and manage the behavioral choices of everyone working in and for the department.

- It provides a framework for proactive management of system design and management of behavioral choices.
- When adverse events occur, the organization has an objective framework for a fair and constructive response to errors and events.

Benefits for the Public

- Improved risk management leads to better outcomes across all primary values for the public
- Communities are safer when protected by a department with a learning culture, treating all officers and administrative staff in an open and fair manner. The public benefits from an organization that designs safe systems and manages the behavioral choices of everyone in the organization.
- There are clear expectations of what should happen when things go wrong and an understanding of how best to hold the organization and individuals accountable.

Human Behavior Category 3: Reckless Behavior

Reckless behavior is a choice to consciously disregard a substantial and unjustifiable risk.

The just culture response to reckless behavior is to punish or discipline the person who consciously disregards a substantial and unjustifiable risk, regardless of the actual outcome. It's necessary to recognize the outcome bias and demonstrate a fierce intolerance for the reckless choice before actual harm occurs.

Avoiding the Outcome Bias

The outcome bias affects everyone on an individual, organizational, and societal level, and while people's initial reaction to adverse events might be emotional, rational experience can guide them to a better result. Addressing the *quality of the system design and behavioral choices*, and not the actual outcomes of events and behaviors will lead to improved results. Producing better outcomes requires commitment and consistent response to both systems and behaviors, and avoiding the outcome bias is a crucial component of that success.

Most of the time, risky behaviors will lead to successful outcomes. (Most people who engage in at-risk behavior by talking on their cell phones while driving don't have car crashes every time they use their phones.) When the accident does occur, however, people are often surprised at what should have been a predictable result. The stakes can be even higher when it comes to reckless choices. Drunk driving causes roughly 12,000 deaths each year in the United States alone. Yet, some states allow individuals to be arrested up to five times for driving under the influence of alcohol before imposing a criminal penalty, unless there is a fatality. The average drunk driver has driven drunk 80 times before his or her first arrest.¹ If reducing the number of these preventable deaths is a serious endeavor, should it take until the fifth occurrence to impose a significant deterrent? If so, then why would it be a surprise when the drunk driver with multiple offenses eventually does run a red light, killing an unsuspecting family?

Similarly, if law enforcement is to manage the risk of unintended outcomes within police departments, as well as the risk inherent in policing the community, then the task is to recognize the outcome bias and avoid it at all costs. The result will be a more fair and learning-centered department with better outcomes.

Collaborating Better Outcomes in Law Enforcement

In law enforcement, the challenge is to learn from other professions and to embrace the science of effective risk management. Policing in the 21st century must incorporate improved scientific methods of managing both systems and human behaviors, rather than rely on outcomes to direct the response to adverse events, as seen many times in the past. This must be done within the department—as well as within communities. The key to putting all this together is enhanced collaboration. A collaborative approach has proven to be the most effective and sustainable foundation that science and the law can provide. Law enforcement has the opportunity to re-define accountability in clear, practical terms that can produce better outcomes for all. Establishing a collaborative foundation will produce safer outcomes for officers, departments, and the public. As those who have accepted the duty to serve and protect, law enforcement agencies and officers should offer nothing less to those who entrust them with their lives. ♦

Note:

¹Centers for Disease Control, "Vital Signs: Alcohol-Impaired Driving Among Adults — United States, 2010," *Morbidity and Mortality Weekly Report*, October 4, 2011, <http://www.cdc.gov/mmwr/preview/mmwrhtml/mm6039a4.htm> (accessed April 1, 2014).

Charles "Chuck" A. Gruber is past president of the International Association of Chiefs of Police and the Illinois Association of Chiefs of Police. Chief Gruber is a decorated law enforcement executive with a distinguished career in law enforcement spanning four decades, with 32 years as a chief of police. He is the recipient of numerous awards including Law Enforcement Officer of the Year by the U.S. Marshals Service and the International Association of Chiefs of Police Civil Rights Award.

Scott Griffith is a partner and principal collaborator at SG Collaborative Solutions, LLC. He is a former international airline captain and director of corporate and flight safety at American Airlines. He is the recipient of the Admiral Luis de Florez Flight Safety Award for his outstanding contribution to aviation safety. Over the past decade, he has pioneered the concepts of collaborative just culture improvement in numerous high-consequence industries beyond aviation, including health care, nuclear power, the fire service, and law enforcement.

Steve L. Whatley, PhD, is a retired sergeant and police administrator with over 20 years' experience in the Shreveport, Louisiana, Police Department. Steve has presented and is published in the field of Human Resource Development and is a certified Just Culture Champion. Over the past several years, Steve has transitioned into other high-consequence industries and has been a principal improvement champion in the health care setting.

Police Chief for City of Huntington, WV.



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The Huntington Police Department was named the Law Enforcement Agency of the Year for 2011 and 2012 by the U.S. Attorney's Office for the Southern District of West Virginia and is in the self-assessment phase of obtaining national accreditation from the Commission on Accreditation for Law Enforcement Agencies.

The City of Huntington is located along the banks of the Ohio River, spanning approximately 18 square miles and has a population of 49,160 with culturally and economically diverse residents. Home to Marshall University, Huntington is a thriving metropolitan area within easy driving distance to any other small towns and rural communities. Its size and location within the Tri-State make it the industrial and economic center of southern West Virginia and a medical, commercial, educational and cultural hub.

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The Value of Structured Physical Training



By E.J. O'Malley and John Van Vorst, Fitness Instructors, Physical Training Unit, FBI Academy

There is no better time than now to address a culture change in law enforcement in regards to physical training and fitness. An organization faces two choices: it can either invest time in rehabilitation or in training. As health and fitness instructors, the authors are driven to improve the physical capacity of every student under their watch. Every day is an opportunity to create the investment for the body and mind, and everyone can benefit from that investment, regardless of their current physical fitness level or genetic predispositions. This powerful quote, sent by a former student makes the point succinctly: "What we inherit from our parents loads the gun, but what we choose to do or not to do pulls the trigger."¹ It is impossible to control how much time people devote to training, beyond the time required by their organization or agency. However, what is done in that time is the responsibility of those who lead the training. The authors argue that only through education and structure can trainers and instructors help those who have chosen to serve.

Worker's compensation, poor work performance, calling in sick, and self-efficacy issues drive supervisors in all fields crazy. Those situations cost money and lose time, neither of which law enforcement agencies have in abundance. The people faced with these issues all share a common problem—they are men and women not reaching full potential with their fitness. These individuals are banking on genetics and gambling with the health continuum. Cancer, heart disease, diabetes, and other illness or injuries are the real criminals, robbing law enforcement officers (LEOs) of their quality of life.

Prevention is always easier than curing; workplace fitness and training must be seen as a proactive approach instead of a reactive one that occurs after the harm is done. The development of structured, carefully planned physical training can eliminate many of the wellness problems that plague officers, when applied correctly and proactively.

Injury reduction literature stresses the value of assessment. The role of health and fitness instructors is to expose weaknesses in basic human movement. The FBI Academy instructors follow a checklist that addresses individual biomechanics on Day 1, before training begins, with the initial goal of training the participants to move better, increase or restore mobility, and improve stabilization. Once those initial goals are accomplished, then instructors can progress to the "big stuff" with students, such as derivatives from the disciplines of power-lifting and strongman and strongwoman; power-endurance protocols with cycling, rowing, running, and swimming; and combative activities coupled with integrated circuit training.

Two Game Changers in Exercise Science Literature

While the delivery of principles in the classroom and practical environments is constantly evolving, the principles themselves do not change. However, innovations in the field, such as the following two, can increase understanding of injury, exercise, and mobility and lead to improvements in treatment or training.

1. Vladimir Janda was a pioneer in the rehabilitation field in the late 20th century who coined the term "lower

crossed syndrome." This issue is prevalent in Western society because most people spend too much time sitting, which results in a tight lower back and hip flexors and weak abdominals and glutes. Activities such as martial arts kicks and running require glutes to activate, but the lumbar spine will compensate if the glutes don't do their job, creating stress on different muscles and body parts. Janda's approach to this syndrome and exercise emphasized the importance of coordinated movement patterns, not isolating muscle groups. Defensive tactics require an integrated system of movement, so training in isolation could lead to dysfunction.²

2. In 2006, Dr. David Swain from Old Dominion University focused his research on vigorous intensity exercise and its ability to increase aerobic fitness more effectively than moderate intensity. His research revealed that 1.25 hours per week of vigorous work would be beneficial in reducing heart disease. The emphasis should be on progression and addressing orthopedic concerns with every officer. Easier days of aerobic training are still of value, but this literature is a paradigm shift for training.³

Physical Training Standard Operating Procedures for the FBI National Academy

"As to methods there may be a million and then some, but principles are few. The man who grasps principles can successfully select his own methods. The man who tries methods, ignoring principles, is sure to have trouble."

—Ralph Waldo Emerson

The Physical Training Unit of the FBI leaves no stone unturned with respect to one's health. The instructors analyze movement, nutrition, stress, and cardiovascular disease risk, and students leave with the total training plan to optimize their lives. The instructors are relentless in their pursuit of making a difference for those who protect their communities. Although not a formal Standard Operating Procedure (SOP), instructors at the FBI Academy follow six principles to optimize human performance and reduce risk of injury.

Principle Number 1—Train Movements, Not Muscles

As previously stated, the most important job of the Physical Training Unit is to enhance the students' physical competence and movement quality. Everyone deserves the ability to move correctly and efficiently as they sit, stand, walk, bend, lift, reach, stretch, and twist or rotate. Given the nature of essential law enforcement job tasks, it is easy to see how poor movement patterns can set the stage for both minor and major injuries. The job includes vigorous tasks that are multi-joint, multi-planar, and multi-directional. When the body is required to "get the job done," but lacks the proper movement patterns, the result is movement compensation. Injuries often occur when individuals' bodies compensate because soft tissues are exposed to unusual wear and tear. Continued exposure to compensatory movement patterns can lead to macro-trauma or catastrophic tissue failure.⁴

Principle Number 2—Train Your Weaknesses (Build the Quality, Then Build the Capacity)

One-size physical training (PT) programs do NOT fit all. One size fits one. Individuals will respond uniquely to physical training programs (or lack thereof), as well as sleep (or lack thereof), dietary interventions, medications, and a host of other wellness factors. Fitness assessments shouldn't simply focus on quantity, such as the number of pushups in 1 minute, distance run in 12 minutes, or inches reached by flexing the hips and spine. The Year 1 assessments at the FBI National Academy are ever-evolving, but now focus more on movement quality and efficiency. Fundamental movement patterns such as squatting, lunging, stepping (up and down), pushing, pulling, bracing (or stabilizing the spine), rotating, jumping, and landing are the cornerstones of physical competency. To promote soft tissue resiliency and prevent injury, anyone who can't demonstrate repeated excellence in these movement categories should not progress beyond that stage without improvement in those categories. Top performers distinguish themselves with superior movement efficiency.

Principle Number 3—You Are What You Train to Be (Be Adaptable, Rather Than Simply Adapted)

This might hit close to home for many, but consider people who exercise regularly. How many of them train the same way, with the same people, at the same time, and with the same gear or equipment for every workout? A classic example is Monday at the gym or fitness center. For many, Monday is "Chest Day," and the training revolves around the barbell bench press, all of its derivatives, and any other exercise that works the chest muscles. This training method is notorious for creating big (sometimes swollen) chests and bad shoulders, postural distortions, and pain. People who follow this workout method are adapted to that exercise stress, but not very adaptable and prone to injuries when placed in dynamic, reactive environments. Similar is the treadmill "addict," going down the long road to nowhere every day. Physical training programs should serve as an antidote to the pattern overload and repetitive stress experienced by law enforcement officers, rather than compounding it. The physical training sessions at the FBI National Academy attempt to provide a "reset" button by offering restorative forms of physical training.

Principle Number 4—Get Better at Interacting with Gravity

The force of gravity is trying to crush people. Gravity is always in effect, whether people are standing, sitting, or even lying down, and it would be wise to coexist with it better. After a long day behind the wheel or at the desk, how well has the typical individual's posture withstood the forces of gravity? Research from sports science suggests that as many as 85 percent of the injuries sustained in athletic competition can be classified as "force reduction" problems, such as high-impact landings and violent follow-throughs.⁵ Despite this knowledge, training programs tend to focus on force production, acceleration, and action, while injuries are conversely sustained during tasks requiring force reduction and redirection, deceleration, and reaction. Jimmy Radcliffe, the long-time athletic development coach of the Oregon Ducks football team, attributes their on-field success to negotiating the ground better than their opponents. Coach Radcliffe's emphasis on teaching proper landings and enhancing dynamic balance has made him one of the best in the business.⁶ The FBI training instructors also adhere to this principle by leading most physical training standing up, competing against the undefeated force of gravity.

Principle Number 5—All Functional Training Is "Core" Training

The "core" is the musculature in and around the body's center of gravity. Core training is certainly an overused term in

physical training circles, and many different philosophies exist on how to best go about it. Functional movement training (multi-joint, multi-planar, and multi-directional) challenges the core more naturally than core-specific training. Law enforcement officers are particularly vulnerable to low back pain (LBP) disorders and building a strong core would be wise. High-risk behaviors for LBP, such as extended amounts of sitting, a flexed or hunched posture for long periods without reversal, uneven spinal loading, and suboptimal lifting techniques, all contribute to micro-trauma. It is important to note that not all tasks that require core strength are appropriate for creating it. Violently breaching a door with a heavy entry ram requires exceptional core strength, but it's not recommended as a method to develop that strength!

Principle Number 6—Training Is Additive and Progression Is the Key

Physical work capacity, according to functional training's godfather Vern Gambetta, is the ability to tolerate a heavy workload and recover from it.⁷ This is something that can be developed year to year, with a principle-based training program and sensible progressions. Physical training programs should be sustainable for the long haul—the goal is to accumulate training with deliberate practice and create resilient, injury-resistant bodies. In this day and age, where "working out" is now a sport with nationally televised competitions, common sense is uncommon. These "games" require great fitness, but hardly constitute a sensible training program. Instead of trying to train like the pros, law enforcement officers and other individuals should build their fitness on a rock-solid foundation of fundamental movement patterns performed with extraordinary technique.

Law Enforcement Practical Safety

The FBI is constantly evaluating its physical training program, and this facilitates making changes to improve the overall quality. To understand and manage change in law enforcement safety and fitness, it is helpful to consider the questions in Table 1.

Every officer should spend time covering the basics. Orthopedic issues and training experience should be addressed individually—every movement can be progressed up or regressed down to fit the individual's abilities and restrictions. The Training Academy's goal is to challenge the exercise addict as well as the novice. Progression, overload, and recovery must be planned. If these methodologies are not habitual, injury and poor results can be expected. The principles above, followed by FBI physical training instructors provide a basic guideline for how to properly and safely train law enforcement officers to

Table 1: Important Questions for Law Enforcement Training Programs

To Understand/Manage Change	Practical Examples for LEO Safety
Is the program or organization:	
Effective (doing the right things)?	Screening for movement quality; identifying movement compensations
Efficient (doing things right)?	Choosing the proper screenings/tests; consistent evaluations and recommendations
Doing away with the nonessentials?	Cutting tests and training methods that don't predict or prevent injuries (or worse, cause them)
Doing things well that other successful organizations are doing well?	Copying/adapting proper exercise progressions and teaching strategies
Doing things in bold and different ways?	Investing in human capital; prevention rather than treatment
Doing things that are said to be impossible?	Reversing the troubling trend of LEOs' premature morbidity and mortality

withstand the pressures of their jobs and have long, healthy careers protecting their communities. ❖

Notes:

¹Barbara Quinn, "What Weight Loss Strategies Truly Pay Off?" *The Free Lance-Star*, March 2, 2013, <http://www.freelancestar.com/2013-03-02/articles/1834/what-weight-loss-strategies-truly-pay-off> (accessed March 21, 2014).

²"Janda Syndromes," The Janda Approach, <http://www.jandaapproach.com/the-janda-approach/jandas-syndromes> (accessed March 27, 2014).

³David P. Swain and Barry A. Franklin, "Comparative Cardioprotective Benefits of Vigorous versus Moderate Intensity

Aerobic Exercise," *American Journal of Cardiology* 97, no. 1 (January 2006): 141-147, https://www.sakr.ch/DOCS_PUBLIC/document_07.pdf (accessed March 27, 2014).

⁴Kelvin Giles, *Physical Competence Assessment Manual 2011* (Movement Dynamics, 2011).

⁵Steve Myrland (conditional and performance coach), personal correspondence with author.

⁶Jimmy Radcliffe, "Strength & Power Development Concepts" (presented at the Gambetta Athletic Improvement Network workshop, Rice University, Houston, Texas, June, 18, 2011).

⁷Vern Gambetta, *Athletic Development: The Art and Science of Functional Sports Conditioning* (Champaign, Ill: Human Kinetics, 2007).

Deputy Director of Investigations
NYC Department of Correction

Salary: \$68,238-\$176,074 per annum / Division/Work Unit: Investigation Division / Work Location: 75-20 Astoria Boulevard,
 East Elmhurst, New York 11370 / Number of Positions: 1 / Hours/Shift: Day Tour

Under the oversight of the Deputy Commissioner of the Office of Excellence, the selected candidate for this management-level position will be assigned to the internal Investigation Division and will be responsible for directing and helping to create a new crime scene unit, which will respond to, secure, document, and process crime scenes including those involving deaths in custody, slashings/stabbings, inmate assaults against staff and inmates, sex crimes, and uses of force. It will also assist in collecting, processing, and analyzing contraband (e.g., weapons, drugs, marihuana, and tobacco) found in facilities. The unit will support the internal Investigation Division (ID), which is responsible for investigating acts of misconduct allegedly committed by uniformed and civilian staff, the Intelligence Unit, which investigates and arrests inmates who commit crimes against other inmates and staff and visitors who commit crimes on department property, and facilities, which are largely responsible for contraband finds. The unit will also conduct training sessions with departmental employees on proper procedures in handling and preserving evidence. Typical responsibilities of this position include: - Directing the activities of a professional staff of investigators engaged in the performance of confidential, highly complex, and/or specialized crime scene investigations.- Overseeing and managing all crime scenes established in all department facilities- Preparing and conducting all internal training for this unit as it relates to crime scene management and coordinating all external training required for crime scene investigators.- Acting as the Investigation Division's liaison with the New York City Police Department (NYPD) Crime Scene Unit, the NYPD's Forensic Evidence Division, including the Police Laboratory and the Latent Prints Unit, the NYC Office of the Chief Medical Examiner (OCME), and/or prosecutor offices with respect to crime scene investigations, the collection/analysis of evidence documented or seized from these scenes, and the NYPD's and/or OCME's analysis of this evidence.- Working in close coordination with federal, state, and city investigation and law enforcement agencies; testifying at hearings and court proceedings. Assisting in the formulation of division and department policies regarding crime scene management and evidence handling.

Minimum Qualification Requirements

1. A master's degree from an accredited college in economics, finance, accounting, business or public administration, human resources management, management science, operations research, organizational behavior, industrial psychology, statistics, personnel administration, labor relations, psychology, sociology, human resources development, political science, urban studies or a closely related field, and two years of satisfactory full-time professional experience in one or a combination of the following: working with the budget of a large public or private concern in budget administration, accounting, economic or financial administration, or fiscal or economic research; in management or methods analysis, operations research, organizational research or program evaluation; in personnel or public administration, recruitment, position classification, personnel relations, employee benefits, staff development, employment program planning/administration, labor market research, economic planning, social services program planning/evaluation, or fiscal management; or in a related area. 18 months of this experience must have been in an executive, managerial, administrative or supervisory capacity. Supervision must have included supervising staff performing professional work in the areas described above; or

2. A baccalaureate degree from an accredited college and four years of professional experience in the areas described in "1" above, including the 18 months of executive, managerial, administrative or supervisory experience, as described in "1" above.

Preferred Skills -Applicants must have experience conducting crime scene investigations, be knowledgeable about chain-of-custody procedures, the NYPD's vouchering process, the NYPD's Forensic Evidence Division, and the work of the NYC OCME, the New York City criminal justice system, and experience working with prosecutors in developing/presenting cases; excellent communications skills; strong analytical and writing skills; the ability to be objective and thorough in conducting investigations of law enforcement personnel and inmates; and a valid driver's license. Knowledge of DOC rules, regulations, and protocols a plus. The preferred candidate has a BA/BS. Successful candidates must clear a background investigation.

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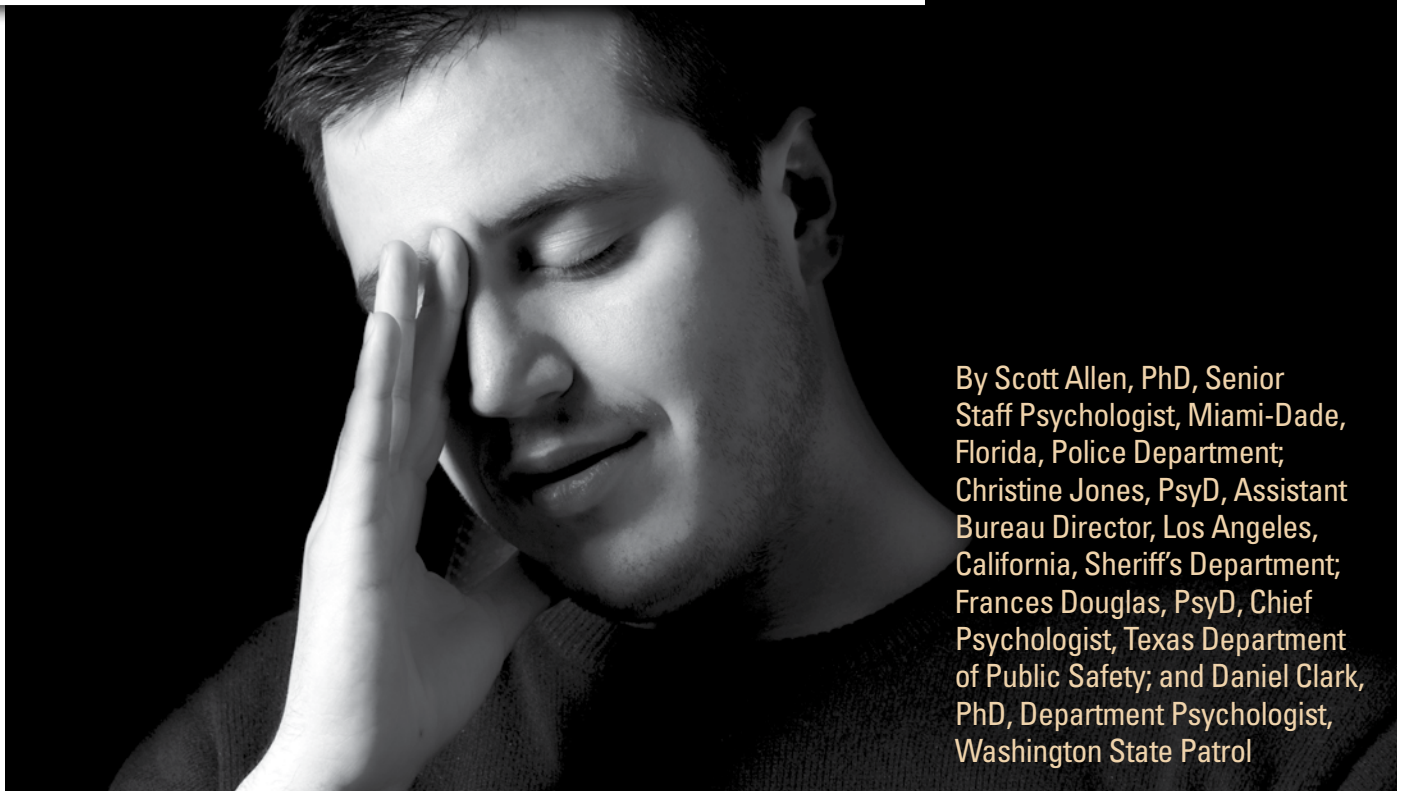


Ministerie van Veiligheid en Justitie



Nederlands Forensisch Instituut
Ministerie van Veiligheid en Justitie

Keeping Our Heroes Safe:



By Scott Allen, PhD, Senior Staff Psychologist, Miami-Dade, Florida, Police Department; Christine Jones, PsyD, Assistant Bureau Director, Los Angeles, California, Sheriff's Department; Frances Douglas, PsyD, Chief Psychologist, Texas Department of Public Safety; and Daniel Clark, PhD, Department Psychologist, Washington State Patrol

A Comprehensive Approach to Destigmatizing Mental Health Issues in Law Enforcement

The suicide of a police officer is a tragedy on multiple levels: the senseless loss of the officer's life to his or her family, community, department, and the law enforcement profession. Recent estimates on national law enforcement suicides were reported to be 141 in 2008 and 126 in 2012.¹ Although these numbers do not indicate higher rates than a matched demographic group in the general population, leaders can support a continuum of prevention strategies that reduces the stigma associated with asking for help and culturally deters police suicides. The fact that suicidal urges could overcome one of our "heroes behind the badge" can be shocking and unthinkable, and, for so long, it was the secret law enforcement dared not discuss.

Many in the law enforcement profession have begun to discuss this "secret" in hopes of reducing future police suicides. The International Association of Chiefs of Police (IACP) has initiated efforts to break this silence, as evidenced by past conference presentations, magazine articles, and the recent National Symposium on Law Enforcement Officer Suicide and Mental Health ("Breaking the Silence").² The wider law enforcement community is also embracing the concepts of wellness and resiliency with innovative programs aimed at promoting the overall health and well-being of law enforcement officers. Familiar concepts such as training, coaching, and mentoring apply not only to the success of becoming officers, but also to the resiliency

officers develop throughout their careers by successfully adapting and thriving in the profession despite the many adversities encountered.

The Stress-Distress-Impairment Problem

As previously mentioned, one of the greatest critical incidents faced by police officers is the suicide of a fellow officer. When officers respond to tragedies that occur to community members at large, they rely on adaptive coping mechanisms (e.g., compartmentalizing, distancing, remaining stoic, engaging in physical activity) to help remain resilient. However, when one of their partners commits suicide, it is often experienced as a personal assault; it is not uncommon for officers to describe feeling

personally violated and betrayed by one of their own whom they trusted. Reeling from this personal tragedy can often hinder the effectiveness of an officer's usual way of dealing with human violence. To complicate matters, personal life stresses compounded with the loss can overwhelm even the strongest of officers. For example, the death of a partner could trigger prior loss experiences and tax family relationships that are sometimes barely remaining afloat. An officer feeling out of control will rely on what has worked under normal circumstances, such as compartmentalizing and distancing. If the officer's normal coping style is ineffective, a repetitive strategy of ever-increasing intensity of established coping methods is a typical response. Not surprisingly, coping that is adaptive under normal circumstances can become maladaptive and ineffective in crisis situations. Being stuck in an unsuccessful problem-solving loop can compromise the officer's mental well-being, work, and relationships, while extending the period of pain.

Police officers are able to show greater strength than most others in dangerous situations. They are an elite group who are courageous enough to run towards danger to protect others. Yet despite their bravery, their mind and body absorb the hits from encountering a steady diet of critical incidents and other insidious stress events. Many officers will be heavily affected by the years of law enforcement stressors. Eventually, these officers will contend with personal emotional or physical fires. Although police officers will always remain an elite group, they are not invincible. Even model cops need career-long, proactive maintenance work to maintain psychological health.

The Problem of Stigma

In police culture, a major obstacle that impedes the maintenance of psychological health is the stigma attached to asking for help. Law enforcement culture values strength, self-reliance, controlled emotions, and competency in handling personal problems. These values discourage help-seeking behavior, and there is a sense of having lost control by asking someone else to help fix the problem. If these values are held too rigidly, an officer can feel weak, embarrassed, and like a failure for seeking help from others. One study found that stigma and help-seeking attitudes were inversely related.³ In other words, a person facing a higher level of stigma for seeking help was less likely to have a help-seeking attitude. This generates concern for officers who unconditionally conform to the traditional values of law enforcement culture—they will be more likely to avoid seeking help, even when distressed, and potentially pay the price of detrimental health effects.

Because police officers often respond to the seriously mentally ill, police may hold a skewed view of what mental illness looks like. Although the Centers for Disease Control (CDC) has determined that the incidence of mental illness in the United States is 25 percent of the adult population with the majority of these disorders being treatable anxiety and mood disorders (e.g., depression), the limited exposure to only the seriously mentally ill by police officers contributes to the stigma against using mental health services. Moreover, the law enforcement profession's notorious reluctance to ask for help, fear of being viewed as weak or unreliable by their brothers and sisters in law enforcement, or fear of being labeled psychologically unfit to perform their duties impairs officers' willingness to make use of tertiary mental health services.

Supervisors can unintentionally reinforce the value of being too self-reliant by not encouraging peers and subordinates to seek help when significantly distressed. A study by a team of researchers found that men who endorsed greater restriction of emotions were less willing to refer friends and family members experiencing a psychological problem for treatment.⁴ Supervisors may also unintentionally perpetuate the stigma against the use of mental health services due to an unawareness of the many "faces" of mental illness and may suspect that an officer seeking mental health treat-

ment or support may be unfit for duty. Furthermore, supervisors may caution officers not to seek mental health assistance as it could be damaging to their careers. Supervisors are in highly influential positions and should promote longevity in the profession by sending explicit and implicit messages that responsible help-seeking behavior is encouraged and respected. A supervisor who shares a personal example of going through a rough time and recovering after receiving confidential, professional help from a police psychologist can normalize the problem, make help-seeking behavior seem less threatening, and increase the willingness of other officers to ask for help. Traditionally, suicide prevention activity has been aimed at helping the "mentally ill." Joel A. Dvoskin suggested that this emphasis, though well-intentioned, has served to increase the stigma against mental illness. Dvoskin advocates instead for prevention activities to shift focus to helping "people in crisis," and to acknowledge that "the antidote to suicide is solutions."⁵ Such an approach is highly consistent with a law enforcement wellness perspective favoring an emphasis on problem solving, resource identification, and support, which might be less stigmatizing options for officers.

A Stepped Approach to Prevention in a Psychological Health Wellness Initiative

Law enforcement organizations have a plethora of competing priorities and demands that makes it challenging to commit to a career-long strategic prevention program. A compromise might be reached in which agencies decide some prevention activities are better than none. In this case, officers might receive an occasional mental health flyer and attend a stress management or suicide prevention training sometime during their careers. Wellness messages in this format tend to be fleeting when the benefits of repeated exposures are not present.

A stepped approach to prevention begins with primary wellness initiatives that target all officers in the department. Psychological health topics tend to be more general, such as stress management, alcohol awareness, sleep medicine, suicide prevention, and dealing with critical incidents. Moreover, misperceptions can be addressed about counseling by covering the strictness of confidentiality, the most problematic presenting issues, and the efficacy of psychological treatments. Educational information is introduced in different formats, including educational articles, brochures, or flyers that are sensitive to law enforcement values, wallet cards, online videos, websites, annual mental health screenings, and trainings. These broad-reaching prevention activities can help officers and their families prepare for the impact of the job, learn healthy tools to survive and thrive, and develop trust in mental health resources.

Secondary prevention concentrates on specific, higher-risk groups of officers to identify and address their health needs. They can be at greater risk for various reasons, such as job functions (e.g., Homicide Bureau, Family or Sex Crimes Bureau) or other descriptors. For example, Caucasian males below the rank of sergeant who are 40–44 years old are more vulnerable to committing suicide than other demographic groups.⁶ Wellness activities are modified to boost resilience and decrease the risk factors in these specialized units. Possible formats for this higher level of prevention can look similar to the ones in primary prevention, but address more specific triggers, reactions, and coping skills that are specific to each targeted group. Other prevention activities include a department-mandated post-shooting intervention to ensure mental health recovery occurs after being involved in a shooting. In addition, trained and supervised peer support members, chaplain program volunteers, or veterans support group members can serve these specific groups to help maintain the psychological well-being of officers. Finally, first-line supervisors and those interacting with higher-risk officers (e.g., Internal Affairs, Return to Work, Personnel or Human Resources) should be trained to identify early warning signs of impairment or

high distress as well as assess for suicidal thoughts. Useful guides for supervisors can be found in IACP's Suicide Prevention CD and the Los Angeles County Sheriff's Department video, *Rolling Back-Up*.⁷ Also available is an empirically based five-question suicide screening for laypersons referred to as the Columbia Suicide Severity Rating Scale (C-SSRS).⁸ Preparing supervisors to take appropriate steps to intervene and properly refer is critical to secondary and tertiary prevention.

Tertiary prevention involves clinical intervention because an officer is already exhibiting signs and symptoms indicative of a psychological disorder. This type of intervention can be (mis)perceived as being the most threatening to the officer and his or her career. However, with effective lower-level prevention initiatives implemented throughout the career span of officers, the stigma and fear of seeking counseling can be minimized. Furthermore, seeking help for psychological problems sooner rather than when in crisis should become more of the norm. Although psychotherapy is a key component in tertiary prevention, other intervention strategies include crisis response (24/7), post-intervention, Alcoholics Anonymous or Peace Officer's Fellowship, intensive alcohol treatment, medication treatment, and detoxification or other medical treatment. As a last resort, voluntary and involuntary psychiatric hospitalizations are options.

A current successful program for suicide intervention conducted by the U.S. Department of Veterans Affairs for combat veterans takes a problem-solving approach.⁹ This program provides the opportunity to involve all of the natural helpers and supports in the military officer's life in collaboration with the mental health specialist. The mental health specialist enlists family and friends to contract as supports for the veteran in his or her effort to ward off suicidal thoughts and impulses and develop more effective coping strategies such as problem-solving skills. This approach attempts to destigmatize treatment by focusing on suicidal behaviors, instead of psychiatric diagnoses. This treatment approach emphasizes the availability and accessibility of help (e.g., family, friends, and therapists). It establishes a clear plan of action for emergencies and emphasizes skill-building and personal responsibility. These are all concepts that are inherent elements of good police planning, training, and enforcement. Comprehensive initiatives that are geared around this focus should be a natural fit for police officers. Many of the elements and processes could be replicated in existing secondary and tertiary law enforcement efforts.

Post-Traumatic Stress Disorder (PTSD)

Post-Traumatic Stress Disorder (PTSD) can be used as an example of an issue that can benefit from a stepped approach. PTSD has a "dose-response" relationship. That is, the more potential trauma a person is exposed to, the greater the risk of developing PTSD. Potentially traumatic events include exposure to actual or threatened death, serious injury, or sexual violation. Emergency responders, by the very nature of their job, are exposed to these types of events much more frequently than non-emergency responders. The National Institute of Mental Health reports that approximately 3.5 percent of people age 18 and older have PTSD. Estimates of the prevalence of PTSD in law enforcement range from 10 to 15 percent.¹⁰

Primary prevention could involve training on stress management, self-care, the importance of adequate sleep, and common reactions that might suggest some complications. A training goal will be recognizing that responses such as intrusive memories of the event, nightmares, avoidance of the scene, reduced interest in enjoyable activities, hypervigilance, self-destructive behaviors, or increased alcohol use suggests that the officer may benefit from discussing the traumatic incident with someone.

Secondary prevention might provide a focused response to officers exposed to potentially traumatic events, such as officer-involved shootings, crimes against children, or particularly heinous

crime or motor vehicle crash scenes. Rolling out peer support team members or chaplain volunteers for affected personnel to speak with is likely to help personnel maintain their psychological well-being. Remember that affected personnel could include not just officers, but also investigators, crime scene or crime lab technicians, dispatchers and communication personnel, civilian and support staff, and others who may be involved in the incidents in any way.

If officers are willing to talk with someone, there are multiple sources available, including police psychologists; trained peer support personnel; chaplain volunteers; and their personal faith-based leader, family members, and friends. If the officer is seeking a truly anonymous source to talk to, Safe Call Now is a confidential, 24-hour crisis referral service for all public safety employees, all emergency services personnel, and their family members nationwide.

Tertiary prevention involves clinical intervention because personnel are already exhibiting signs and symptoms. There are many effective treatment paths for PTSD, including talk therapy (perhaps with a police psychologist), medications, or some combination of the two.

The Police Psychologist's Role in a Psychological Health Wellness Initiative

The role of a police psychologist in psychological health wellness initiatives can vary on a number of dimensions, mostly determined by the individual needs of the department or agency hiring the psychologist or contracting for the psychologist's services. However, there are some specific ways in which a psychologist can function more effectively if the goal of the relationship with the department involves fostering a comprehensive psychological health and resiliency initiative.

In order for a psychologist to be an effective part of a psychological health initiative, there must be clarity on the part of the department, the officers, and the psychologist on the functions being served. For example, delineating the role of the psychologist as evaluator for fitness for duty from that of the psychologist providing officer support, resources, and consultations is important in building trusting relationships.

The police psychologist will ideally have the ability to work with training units on developing wellness trainings at the primary prevention level on a variety of topics that can help officers to buffer stress. In addition to standard stress management and suicide awareness trainings, officers can often make use of primary prevention training to develop skills in the areas of relationships, conflict management, parenting, and other areas that can lead to a cumulative buildup of stress for an officer. At the secondary level, the police psychologist who successfully collaborates with other department officer resources, such as peer support teams, chaplaincy programs, and veteran assistance and reintegration programs, will enhance the connections between these efforts and the psychologist's services.

More specifically, police psychologists must exhibit their willingness to work as a team by first of all demonstrating great respect for the natural healing resource of the police brotherhood. Peer supporters are the specially trained colleagues of other officers. They play an important role in the first-line response to officers who are experiencing stress, distress, or impairment. If the police psychologist can earn the respect, trust, and collegiality of the peer support providers, then peer support will act as a natural bridge to the psychologist when the peer encounters an officer in need of the special services available only from the mental health provider. Psychologists will need to play an important role in facilitating such collaborations. A consultation and client-centered approach is the hallmark of effective psychological assistance and central to the training of psychologists. Such skills can be extremely valuable in the effort to foster teamwork and establish a psychological health initiative.

A police psychologist can and should perform the traditional roles of providing an assessment of a potentially suicidal individual if the officer has reached the stage of obvious impairment, as well as implementing or arranging the appropriate type of tertiary prevention. However, the police psychologist who adopts a focus on "problem solving for people in crisis" in carrying out these professional activities can do much to reduce the stigma associated with using both secondary and tertiary suicide prevention programs and, in that way, help to prevent an officer from becoming impaired and suicidal. A police psychologist is a specialist in stress management and helps to reverse the downward cascade of poorly managed stress before it becomes distress, impairment, and ultimately problem behaviors (e.g., suicidal thoughts or acts, substance abuse, or dysfunctional relationship dynamics on the job or at home). Police officers are natural problem solvers who do not like to ask for help, but they are smart enough to seek out the experts and the specialists for DNA analysis, complex data analysis and management, or whatever else it takes to get the job done. Consulting with a police psychologist regarding the maintenance of the officer's most important "piece of equipment"—his or her health and wellness—is just smart police work. The police psychologist who can serve as a consultant to the officer in this way can serve a valuable role.

The Specific Case of Military Veterans

Thousands of law enforcement officers are also members of the U.S. Armed Forces, a duty they perform with pride and honor. Veteran officers embody many positive characteristics such as physical fitness, leadership skills, discipline, loyalty, and experience in tactical operations. If they have mobilized, they will likely return to their agencies with enhanced weapon-handling, problem-solving, and quick reaction skills. They also are likely to have experienced working with culturally or ethnically diverse groups.

Many veteran officers successfully transition from their combat experiences and resume their law enforcement careers, perhaps repeating this cycle multiple times. The IACP, together with other criminal justice agencies, has produced several handbooks regarding prevention programs for veteran officer transition that law enforcement leaders can use to help restore, maintain, and enhance the psychological health of veterans.¹¹

Reintegrating, however, is not as simple as changing uniforms. For some officers, the lingering effects of their deployments may provide challenges they did not anticipate. As part of any broad-based wellness program, education on assisting veterans in

Resources for Law Enforcement Officers

- **Safe Call Now** (confidential, 24-hour crisis referral service)
www.safecallnow.org or 1-206-459-3020
- **National Suicide Prevention Lifeline**
1-800-273-TALK (Press 1 to reach someone knowledgeable about veteran issues)

For Military Officers or Veterans

- **Military One Source** (for military and their families)
www.militaryonesource.mil or 1-800-342-9647
- **Department of Veterans Affairs (VA)**
www.va.gov
- **National Center for State Courts, Veterans Courts**
www.ncsc.org/Topics/Problem-Solving-Courts/Veterans-Court/Resource-Guide.aspx
- **Justice for Vets**
www.justiceforvets.org

crisis will provide assistance from an officer safety standpoint. This education would also assist officers within an agency to better respond to their fellow veteran officers.

Veteran officers returning from mobilization may find they are overly sensitive or hyperalert to possible danger. In combat, there is minimal, if any, downtime available, so service members adapt to always being "on." This can be difficult to turn off when they return home. Coworkers may notice potentially dramatic responses to relatively small issues. Returning veteran officers may also develop new hobbies in an attempt to recapture some of the adrenaline rush they often experienced while mobilized.

Veteran officers may return with a sense of altered priorities. They may feel angry or disappointed when their coworkers complain about "small stuff" and the veteran officers are used to making frequent life-and-death decisions. They may feel like they were making a daily difference in people's lives while mobilized, and now they are back in the "same old, same old" where they feel like they are not making a dent in ongoing crime and violence.

This disappointment, and potential home problems, may lead to depression, sleep difficulties, increased substance use or abuse, additional difficulties reintegrating to civilian life, and problems on the job. Returning veteran officers may also experience survivors' guilt, questioning why they may have survived an event and one or more of their buddies perished. These issues can lead to suicidal thoughts.

Some may also return with medical or mental health concerns, such as physical injuries, amputations, and post-traumatic stress or the more debilitating PTSD. These post-trauma sequelae may increase the challenges in successfully reintegrating to civilian life.

On a positive note, military veterans, as individuals, have additional resources available to them. For example, if they do experience suicidal thoughts, they can call the National Suicide Prevention Lifeline, which provides access to people knowledgeable in veteran issues. Additionally, Military OneSource is a confidential Department of Defense-funded program providing comprehensive information on every aspect of military life at no cost to active duty, National Guard, and the reserves component members, and their families. Information includes, but is not limited to, deployment, reunion, relationship, grief, spouse employment and education, and parenting and child care.

A fairly recent development in the reintegration process for returning veterans is the establishment of veterans courts. Veterans courts were initiated in 2008, and there are now more than 168 veterans courts nationwide.¹² Veterans courts "specialize in working with troubled veterans to get them counseling, link them to government benefits, help them regain the sense of discipline and camaraderie they had in uniform, and steer them onto a more positive course in life."¹³ Additional resources available may include "food and housing resources, employment counseling and legal advice for those who also face civil court issues such as child support."¹⁴

Conclusion

Suicides within the law enforcement community are not random and spontaneous events committed in isolation, but, rather, an intent that is communicated by the individual within his or her psychosocial environment. Suicide is neither a disease nor an irrational act but rather a complex problem-solving behavior.¹⁵ Therefore, the progressive law enforcement agency will

optimally provide training to its members to understand the underlying processes of law enforcement suicide and the prevention strategies to mitigate and prevent suicidal acts.

The lasting success of a comprehensive prevention initiative is dependent on police department leaders, mental health providers, supervisors, and individual officers working together to overcome the barriers to optimizing psychological health. This long-term commitment requires a multilevel, integrated strategic plan to (1) continuously reduce the stigma of seeking help, and (2) roll out a continuum of mental health programs that offers a range of graded interventions. Designating the elements of suicide intervention as problem-solving assistance rather than as mental health assistance can also help to destigmatize these efforts and make the programs more acceptable and useful to officers. A successful prevention program instills values that include psychological well-being, solid work performance, physical health, relationship satisfaction, and a willingness to access help early on and to recommend others get help early on. It is hoped that with the upcoming release of the IACP Symposium on Law Enforcement Officer Suicide and Mental Health: Breaking the Silence on Law Enforcement Suicide (in press), the recommendations to further develop prevention materials will make it possible for police agencies to operate a full-scale prevention program.¹⁶

Management of the suicidal police officer—that is, preventing the individual in crisis from committing suicide—is the critical area of focus. To reduce departmental suicides, what is needed is incisive, pragmatic suicide training that also inculcates individual responsibility for competent identification, understanding, interaction, intervention, and referral (hospitalization). Anything less obliges the suicidal law enforcement officer to determine the solution alone. ♦

Notes:

¹Andrew F. O'Hara et al., "National Police Suicide Estimates: Web Surveillance Study III," *International Journal of Emergency Mental Health and Human Resilience* 15, no. 1 (2013), 31–38.

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³David L. Vogel, Nathaniel G. Wade, and Paul L. Aschman, "Measuring Perceptions of Stigmatization by Others for Seeking Psychological Help: Reliability and Validity of a New Stigma Scale with College Students," *Journal of Counseling Psychology* 56, no. 2 (April 2009): 301–308.

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Conflict and Stigma," *Psychology of Men and Masculinity* 15, no. 1 (January 2014): 60–67.

⁵Joel A. Dvoskin, "Can Mental Health Services Prevent Mass Homicide?" APA Division 18 webinar, January 22, 2014.

⁶O'Hara et al., "National Police Suicide Estimates."

⁷ICAP and Bureau of Justice Assistance, *Preventing Law Enforcement Suicide: A Compilation of Resources and Best Practices*, CD-ROM; *Rolling Back Up*, Los Angeles, California, Sheriff's Department, Quicktime Movie, <http://www.theiacp.org/Sample-Training-Materials>, 25 min. (accessed April 1, 2014).

⁸Kelly Posner et al. "The Columbia Suicide Severity Rating Scale: Initial Validity and Internal Consistency Findings From Three Multisite Studies with Adolescents and Adults," *American Journal of Psychiatry* 168, no. 12 (December 2011), 1266–1277.

⁹C.J. Bryant, "Brief Cognitive Therapy for Suicide Risk: Ethics and Practice" (presentation, Bexar County Psychological Association, San Antonio, TX).

¹⁰See "The Numbers Count: Mental Disorders in America," <http://www.nimh.nih.gov/health/publications/the-numbers-count-mental-disorders-in-america/index.shtml#CensusBureauTable2> (accessed April 2, 2014); and see also Ingrid V.E. Carlier, Regina D. Lamberts, and Berthold P.R. Gersons, "Risk Factors for Posttraumatic Stress Symptomatology in Police Officers: A Prospective Analysis," *Journal of Nervous and Mental Disease* 185, no. 8 (August 1997): 498–506; Berthold P. Gersons, "Patterns of PTSD among Police Officers Following Shooting Incidents: A Two-Dimensional Model and Treatment Implications," *Journal of Traumatic Stress* 2, no. 3 (July 1989): 247–257; and Holly M. Robinson, Melissa R. Sigman, and John P. Wilson, "Duty-Related Stressors and PTSD Symptoms in Suburban Police Officers," *Psychological Reports* 81, no. 3 (December 1997): 835–845.

¹¹ICAP and the Bureau of Justice Assistance (BJA), Office of Justice Programs, U.S. Department of Justice, *Combat Veterans and Law Enforcement: A Transition Guide for Veterans Beginning or Continuing Careers in Law Enforcement* (July 2010); IACP and BJA, *Double Duty: A Guidebook for Families of Deployed Law Enforcement Officers* (July 2011); IACP and BJA, *Employing Returning Combat Veterans as Law Enforcement Officers* (July 2009); and IACP and BJA, *Law Enforcement Leader's Guide on Combat Veterans: A Transition Guide for Veterans Beginning or Continuing Careers in Law Enforcement* (July 2010); all can be retrieved at www.theiacp.org/Employing-Returning-Combat-Veterans-as-Law-Enforcement-Officers (all accessed April 1, 2014).

¹²Jim McGuire et al., *An Inventory of VA Involvement in Veterans Courts, Dockets and Tracks* (2013), <http://www.justiceforvets.org/sites/default/files/files/An%20Inventory%20>

[of%20VA%20involvement%20in%20Veterans%20Courts.pdf](http://www.justiceforvets.org/sites/default/files/files/An%20Inventory%20of%20VA%20involvement%20in%20Veterans%20Courts.pdf) (accessed March 2, 2014).

¹³William H. McMichael, "Finding a New Normal: Special Courts Help Vets Regain Discipline, Camaraderie by Turning to Mentors Who've Served," *The Military Times Newspapers*, February 14, 2011, www.nadcp.org/MilitaryTimes%20-Veterans-Treatment-Courts (accessed March 2, 2014).

¹⁴Kevin Graman, "Special Courts in Wash. Designed for Veterans," *Army Times*, September 20, 2010, www.armytimes.com/article/20100920/NEWS/9200313/Special-courts-in-Wash-designed-for-veterans (accessed March 1, 2014).

¹⁵Scott W. Allen, "Suicide and Indirect Self-destructive Behavior Among Police," in *Psychological Services for Law Enforcement*, eds. James T. Reese and Harvey A. Goldstein (Washington, DC: U.S. Government Press, 1986), 413–417, <https://www.ncjrs.gov/pdffiles1/Digitization/104098-104131NCJRS.pdf> (accessed April 2, 2014); Scott W. Allen, "Suicide Prevention Training: One Department's Response," in *Suicide and Law Enforcement*, eds. Donald C. Sheehan and Janet I. Warren (Washington, D.C.: U.S. Government Printing Office, 2001), 9–15.

¹⁶ICAP Symposium on Law Enforcement Officer Suicide and Mental Health: Breaking the Silence on Law Enforcement Suicide (in press).

FOR MORE INFO

ICAP's Center for Officer Safety and Wellness provides suicide prevention resources for agencies seeking to bolster their officers' psychological wellness program.

Visit <http://www.theiacp.org/Preventing-law-Enforcement-officer-suicide> to find the following suicide prevention resources:

- Developing a Suicide Prevention Program
- Sample Suicide Prevention Materials
- Sample Training Materials
- Sample Presentations



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Charlie Beck, Chief of Police,
Los Angeles, California,
Police Department

A Lesson Learned the Hard Way—One Agency's Recommendations for Increasing Seat Belt Use

The end of 2013 marked the 25th anniversary of one of the worst losses of life in the history of the Los Angeles, California, Police Department (LAPD). Three Los Angeles police officers lost their lives in an on-duty collision that forever impacted the department and the officers' families.

In the early morning hours of December 12, 1988, what seemed to be another ordinary evening in Central Division suddenly turned tragic. At approximately 3:55 a.m., an undercover unit broadcast that they were following a stolen vehicle with four suspects, and they requested backup. Two officers in one patrol car drove toward the backup request, northbound on Wall Street. As they entered the intersection at 5th Street, another pair of officers in a separate patrol car, traveling eastbound the wrong way on a one-way street, entered the intersection at the same time and collided with the other patrol car.

The collision took place on streets immediately adjacent to the Central Police Station. The force of the impact caused one car to careen into a light pole, ejecting the officers, and the other car landed in a nearby construction ditch. First responders described the scene as a "war zone of chaos and confusion." Rescue efforts quickly turned to the recovery of the deceased.

Three of the four officers in the two patrol cars were killed. The one officer who survived was wearing his seat belt. He walked away from that tragedy and was able to continue a 25-year career and retire in good health. The officer's family was so grateful for his use of good judgment, and his then-unborn daughter is thankful that her father's life was spared.

This incident brought to the forefront the use of seat belts by police officers. Then-Police Chief Daryl Gates immediately took

steps to reinforce the importance of seat belts for officer safety. And while the tremendous loss left an indelible mark on the department and its personnel, the efforts that followed in the months and years ahead ultimately have not significantly changed the underlying risks taken that early morning over a quarter of a century ago. Actually, some would argue that the situation has actually gotten worse.

The latest statistics available from the National Highway Traffic Safety Administration (NHTSA) show that from 1980 to 2008 nearly 4,000 law enforcement officers across the United States were killed in the line of duty. In the late 1990s and continuing over the course of the last decade, the number of law enforcement officers killed in the line of duty as a result of traffic collisions has consistently risen, surpassing 50 percent of all law enforcement line of duty deaths in some years, including 1999, 2003, and 2008. Additionally, 42 percent of law enforcement officers killed in crashes were not using restraints (seat belts).¹ With so many young officers growing up over the last two or more decades where the use of seat belts by the general public has become standard fare, what is it that would cause an officer to go backwards in understanding the importance of defensive driving and always wearing a seat belt?

California Peace Officer Standards and Training (POST) officials estimate that only half of the police officers in the state of California wear their seat belts.² As for LAPD's experience, a recent examination of traffic collision reports involving Los Angeles police officers identified that 37 percent of officers involved in on-duty collisions were not wearing their seat belts.³ That is far too many officers who are otherwise professional and safety-minded but who unnecessarily expose themselves to risk of injury and, potentially, death.

The department recently initiated a comprehensive internal campaign to institutionalize safe driving and the consistent use of seat belts. Seat belt usage and safe driving are constantly topics of discussion at briefings and staff meetings at all levels throughout the department. Officer-involved traffic collision reports are carefully reviewed to ensure that the use of seat belts by officers is accurately reported so that compliance with policy can be tracked and corrected when necessary. Random seat belt audits in the field by frontline supervisors are used to monitor compliance.

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Much like other tactical officer safety concerns, partners in a patrol car are strongly encouraged to remind each other daily about safe driving and seat belt use. Throughout the workday, partners must diligently remind each other, every time they get in a police vehicle, to buckle up.

Education/Awareness

There are many resources available to police departments that offer programs and videos that illustrate the benefits of wearing a seat belt versus not wearing one. The LAPD has produced an awareness video that recalls the poignant personal stories of grief and loss that occurred in that incident and reminds viewers of the impact of their driving choices. California POST, in conjunction with the International Association of Chiefs of Police and others, has recently initiated a series of safe driving and seat belt videos as well.

Training

In terms of training, most officers understand how and when to use seat belts. The decision to comply with department policy and wear the seat belt is a matter of choice. Many officers feel that they are placed at a tactical disadvantage when seat belted in a

patrol car. Research has been unable to substantiate a single case where the use of seat belts has contributed to a law enforcement line of duty death. LAPD's department policy allows for tactical considerations when potentially dangerous situations are perceived or anticipated. Officers are specifically trained on how to quickly disengage a seat belt in the appropriate situations and are given specific examples of exactly when it may be reasonable to do so. In those instances where officers are involved in traffic collisions and determined not to be wearing their seat belts, corrective action is taken.

A training program that provides an opportunity to practice very specific techniques at disengaging seat belts in tactical situations, backed up by a clear policy, can be effective. In closing, it's ultimately the application of good judgment that guides officers as to any situation where they would choose to disengage a seat belt as they arrive on a scene or deal with a sudden emergency. However, the challenge before all law enforcement isn't that decision. Rather it is the dynamic of what is influencing officers to get in police cars and overdrive or not wear seat belts at all.

Every law enforcement agency has an obligation to provide for the safety of its

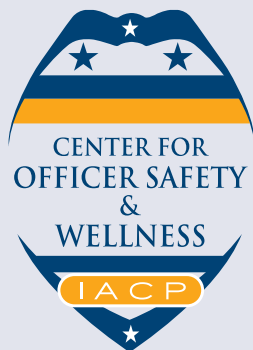
employees. Whether it is through training, establishing clear policy, or discipline, the objective is for officers to remain safe in a dangerous environment and use all of their issued safety equipment appropriately. As the profession continues to demonstrate outstanding advances in improving public safety, it must find the means to see the day in which officers wear their seat belts and operate their vehicles with the same reverence for their lives and their partners' lives as they hold for the public they serve. ♦

Notes:

¹Eun Young Noh, *Characteristics of Law Enforcement Officer's Fatalities in Motor Vehicle Crashes*, DOT HS 811 411 (United States Department of Transportation, National Highway Traffic Safety Administration, January 2011) <http://www-nrd.nhtsa.dot.gov/Pubs/811411.pdf> (accessed April 4, 2014).

²California Post Website, <https://www.post.ca.gov> (accessed April 4, 2014).

³Los Angeles Police Commission, *Review of the Department's Traffic Collision Reports and Safety Belt Use Second Quarter 2012*, October 29, 2013, http://www.lapdpolicecom.lacity.org/102913/BPC_13-9999.pdf (accessed April 4, 2014).



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.

Patrol Officer Daniel Lomax
Forest City, Pennsylvania,
Police Department
Date of Death: June 22, 2013
Length of Service: 27 years

Sergeant Leonard Robert Luna, Jr.
Hawthorne, California, Police Department
Date of Death: July 8, 2013
Length of Service: 10 years (with agency)

Deputy Sheriff Jeremy Wayne Meyst
Tulare County, California, Sheriff's Office
Date of Death: December 24, 2013
Length of Service: 9 years (with agency)

Detective John Hobbs
Phoenix, Arizona, Police Department
Date of Death: March 3, 2014
Length of Service: 21 years

Police Officer Nicholas Choung Lee
Los Angeles, California, Police Department
Date of Death: March 7, 2014
Length of Service: 16 years (with agency)

Agent Joaquín Correa-Ortega
Puerto Rico Police Department
Date of Death: March 10, 2014
Length of Service: 12 years (with agency)

Officer Jason M. Crisp
U.S. Forest Service
Date of Death: March 12, 2014
Length of Service: 10 years (with agency)

Police Officer Marc Uland Kelley
Trinity University, Texas, Police Department
Date of Death: March 14, 2014
Length of Service: 3 years (with agency)

Patrol Officer James P. Morrissey
Oak Forest, Illinois, Police Department
Date of Death: March 17, 2014
Length of Service: 30 years (with agency)

Chief Deputy Allen Ray Richardson
Lafayette County, Arkansas, Sheriff's Office
Date of Death: March 17, 2014
Length of Service: 19 years (with agency)

Deputy Sheriff Ricky Del Fiorentino
Mendocino County, California,
Sheriff's Office
Date of Death: March 19, 2014
Length of Service: 26 years

Police Officer Robert German
Windermere, Florida, Police Department
Date of Death: March 22, 2014
Length of Service: 5 years (with agency)

Master-at-Arms Mark Mayo
United States Navy Security Forces
Date of Death: March 24, 2014
Length of Service: 6 years (with agency)

Patrol Officer David Wayne Smith
Johnson City, New York, Police Department
Date of Death: March 31, 2014
Length of Service: 18 years, 6 months
(with agency)

Police Officer Alexander Thalmann
New Bern, North Carolina, Police
Department
Date of Death: March 31, 2014
Length of Service: 7 months

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The IACP/DuPont Kevlar Survivors' Club

By Rebecca McClelland Stickley,
IACP/DuPont Kevlar Survivors' Club



Officer safety and wellness has always been a top priority for IACP. The association believes that no injury or death of a law enforcement officer is acceptable, and the IACP's projects and programs work toward the goal of zero law enforcement officer fatalities by encouraging a culture of safety and wellness.

One topic that has been a vital component of officer safety efforts is the use of personal body armor, such as bulletproof vests. In 1987, IACP and DuPont Kevlar joined together to create the IACP/DuPont Kevlar Survivors' Club. This non-commercial partnership was formed for the following three-part mission:

1. To reduce death and disability by encouraging increased wearing of personal body armor.
2. To recognize and honor those deserving individuals who, as a result of wearing personal body armor, have survived a life-threatening or life-disabling incident.
3. To serve the law enforcement community by collecting this important data and sharing valuable information relating to these survivor incidents.

To fulfill this mission, the Survivors' Club focuses on recognition, awareness, and practice. As stated in the mission statement, the Survivors' Club recognizes law enforcement officers who have survived a life-threatening or disabling situation as a result of wearing personal body armor. Through this recognition of individuals and the collection and dissemination of data, the Survivors' Club

raises awareness of the importance of wearing personal body armor. The ultimate goal of the Survivors' Club is to increase the practice of protective body armor wear by law enforcement officers to reduce injuries and fatalities.

Recognition

Since its inception, over 3,100 law enforcement officers have been inducted into the Survivors' Club. Survivors' Club members become advocates and help raise awareness of the importance of personal body armor wear. Survivors often comment on how they use their status as a club member to discuss body armor use in trainings and in day-to-day encounters with other law enforcement officers. Many Survivors' Club members wear their pins, not only in remembrance of what they have been through, but also as a conversation starter with others. Through their stories, Survivors' Club members are able to inspire others to make the practice of wearing personal body armor a standard and thereby save countless lives.

To become a member of the IACP/DuPont Kevlar Survivors' Club, an officer must have survived a potentially life-threatening or disabling incident because of the use of personal body armor. The types of incidents that qualify a candidate for membership include assaults and attacks with firearms, knives, clubs, chains, and other weapons. Also included are incidents such as vehicle and motorcycle crashes, fires, and explosions. The use of any brand of body armor or ballistic material is acceptable for consideration.

Following the receipt of an application, candidates are verified by the club administrator to ensure that they qualify for membership. Upon acceptance into the Survivors' Club, new members will receive recognition by the IACP and DuPont in the form of a letter, membership plaque, and lapel pin as well as a complimentary, one-year subscription to *Police Chief* magazine. Club members are awarded their personalized mementos via their departments. Survivors' Club members may choose to have their stories shared through various dissemination channels or may remain anonymous. To download an application, visit www.iacp.org/survivorsclub.

Law enforcement leaders are encouraged to submit an application if a qualifying incident occurs in their jurisdictions. The recognition of officers sends a message to all officers within the agency and surrounding agencies that body armor wear is important and commendable. The data from the application is also vitally important as IACP furthers its safety and wellness initiatives.

Awareness

While recognition is a key part of the Survivors' Club mission, this recognition contributes to the second focus area: awareness.

Survivors' Club members become ambassadors for body armor wear among their peers. In addition, the data collected through the Survivors' Club application process is analyzed and used to inform future safety and wellness efforts.

The Federal Bureau of Investigation's (FBI's) Law Enforcement Officers Killed and Assaulted (LEOKA) data reports that 52,901 officers were assaulted in 2012 with 27.7 percent of those officers (14,678) sustaining injuries from the assault.¹ Data-based research shows that the use of personal body armor reduces the instance of injury or death for officers that encounter life-threatening or disabling scenarios.

In 2009, the IACP in partnership with the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice, embarked upon a project to track and analyze injuries incurred by law enforcement officers. The Reducing Officer Injuries project looked at OSHA reportable injuries. The study found that officers who were wearing body armor at the time they were injured reported fewer lost workdays and fewer days in rehabilitation than those who were not wearing body armor.² The data from both Survivors' Club and the Reducing Officer Injuries project shows that the use of body armor can save lives and reduce injury, not only in incidents involving assaults, but also in cases of motor vehicle crashes and other situations where an officer may experience blunt force trauma.

The Survivors' Club is fully integrated with the IACP's Center for Officer Safety and Wellness. The Center takes a holistic approach to officer wellness by addressing the challenges in policing at all stages of an officer's life cycle, including recruitment, early career, advanced career, and retirement. The Center for Officer Safety and Wellness serves as a thought leader in synthesizing wellness information into the tools and resources that will effect a cultural mindset change toward wellness throughout officers' lives.

Survivor Story: Detective Phillip Schaper

Detective Phillip Schaper has served with the New Middletown, Ohio, Police Department (NMPD) for the entirety of his nine-year law enforcement career. NMPD is a village agency that serves a population of less than 10,000 in northeastern Ohio.

On the afternoon of July 11, 2013, while on patrol, Detective Schaper experienced a dramatic drop in blood sugar levels that caused him to go into a "twilight" type of consciousness. He drove from New Middletown, through several adjoining jurisdictions, before entering the city of Youngstown. There, he lost consciousness and struck a guardrail while traveling in excess of 50 mph. Detective Schaper had to be extricated from his vehicle, which was determined to be a total loss. He was transported to a nearby trauma unit where he was diagnosed with various facial injuries.

The emergency personnel that responded to the scene, emergency room doctors, and investigating officers all credit the reduced injuries to the fact that Detective Schaper was wearing his seat belt, the airbags deployed properly, and the detective was wearing his bulletproof vest.

The Survivors' Club in conjunction with the Center for Officer Safety and Wellness continues to raise awareness through its members and resources. The Survivors' Club disseminates a quarterly

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Survivor Story: Officer Gregory Ivory

Officer Gregory Ivory of the Springfield, Ohio, Police Division (SPD) has been a law enforcement officer for 10 years, all of them with SPD, which is a midsize agency in southwest Ohio.

On August 24, 2012, just after 2300 hours, officers were dispatched to respond to a domestic dispute. When Officer Ivory arrived on the scene, he found the suspect fighting with another male. Upon Officer Ivory's verbal order for the men to stop fighting, the suspect produced a handgun and fired a round at Officer Ivory, striking him in the abdomen. Officer Ivory returned fire and the suspect fled the scene on foot.

Officer Ivory radioed that he had been shot, and additional officers responded and began treating Officer Ivory. The suspect, found in a nearby shrub row, was taken into custody and transported to a local hospital where he died.

Officer Ivory was transported to a nearby hospital where he was treated and released. Because Officer Ivory wore his protective vest, he was able to effectively deal with the situation at hand and continue to serve his community.

e-newsletter with information and updates on members and available resources. To sign up for the newsletter, send an email to survivorsclub@theiacp.org.

Practice

The ultimate purpose of the Survivors' Club is to increase the practice of wearing body armor among law enforcement officers. In order to fulfill their duties of protecting the communities they serve, law enforcement officers must first protect themselves. Most officers know that they should wear protective armor; however, many choose not to wear it or do not have armor available to wear.

Too often, officers do have department-issued body armor that they choose not to wear because they do not feel it fits comfortably; it is too hot; or they think that, should the need arise, they will have time to put it on before dealing with a situation. These perceptions create a major obstacle to officer safety efforts and a true culture of safety and wellness. The Survivors' Club uses the stories of its members and the data col-

lected to show the direct benefits of wearing personal body armor. Body armor is an integral piece of a law enforcement agency's overall officer safety measures, and one that cannot be ignored.

The IACP, along with other groups and organizations such as Bulletproof Vest Partnership (a program of the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice), encourages the implementation of mandatory vest-wear policies. In 2011, the IACP passed a resolution that "calls on all law enforcement executives to immediately develop and implement mandatory body armor wear policies for their departments."³ The resolution cites numerous statistics from LEOKA, as well as the National Law Enforcement Officers Memorial Fund (NLEOMF). The resolution also points to the responsibility of government and government leaders to ensure the safety and well-being of their residents and the officers who have dedicated their lives to protecting their community. The IACP has developed a mandatory vest use model policy, which is available through the National Law Enforcement Policy Center.⁴

It is vitally important for the law enforcement community to recognize the importance of making available proper, functioning body armor to all sworn officers. As is evidenced through the stories included with this article and countless others from Survivors' Club members, bulletproof vests and other forms of body armor save lives. Not only do they save the lives of the officers who wear them, they save the lives of those that the officers are able to protect.

The IACP/DuPont Kevlar Survivors' Club recognizes law enforcement officers in order to raise awareness in an effort to ultimately increase the practice of body armor wear by officers and thereby reduce and eventually eliminate all law enforcement officer injuries and fatalities. This initiative is vitally important to overarching officer safety and wellness goals. It is hoped that law enforcement leaders throughout the world will encourage the use of body armor by all sworn officers and implement mandatory wear policies in their agencies. Should an event occur in your jurisdiction where the use of body armor saves an officer's life, it is hoped that you will share that information by completing a Survivors' Club application. The story may impact another officer or law enforcement leader. Even if you would like to remain anonymous, and the individual story is not shared, the aggregated data available through the Survivors' Club informs other safety and wellness efforts that affect the law enforcement community as a whole.

For more information about the IACP/DuPont Kevlar Survivors' Club or to complete

an application, contact Rebecca McClelland Stickley at survivorsclub@theiacp.org or visit www.iacp.org/survivorsclub. ♦

THE BULLETPROOF VEST PARTNERSHIP

initiative provides resources to state, local, and tribal law enforcement agencies to purchase body armor for sworn officers. Since 1999, the Bulletproof Vest Partnership has reimbursed more than 13,000 jurisdictions for the purchase of over one million vests.* For more information on this program, visit <http://ojp.gov/bvpbasi/home.html>.

Note:

*U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance, "Bulletproof Vest Partnership," <http://ojp.gov/bvpbasi/home.html> (accessed March 20, 2014).

Notes:

¹U.S. Department of Justice, Federal Bureau of Investigation, Criminal Justice Information Services (CJIS), Uniform Crime Reports, *Law Enforcement Officers Killed and Assaulted*, 2012, http://www.fbi.gov/about-us/cjis/ucr/leoka/2012/officers-assaulted/assaults_topic_page_-2012 (accessed March 20, 2014).

²The International Association of Chiefs of Police, *Reducing Officer Injuries Final Report* (September 2013).

³Executive Committee, "Mandatory Vest Use by Police Officers," IACP Resolution adopted at the Executive Committee Meeting (Scottsdale, AZ 2011), <http://www.theiacp.org/portals/0/pdfs/Mandatorywearresolutions%20042011.pdf> (accessed March 20, 2014).

⁴The International Association of Chiefs of Police, "National Law Enforcement Policy Center," <http://www.theiacp.org/Model-Policy> (accessed March 20, 2014).

FOR MORE INFORMATION

To learn more about innovations in body armor and other protective gear for officers and to find companies that provide those types of products, check out the the Product Feature on pages 48–49.



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To enter online, please visit www.iacpcommunitypolicing.org. For more information about IACP, visit www.theiacp.org.



Product Feature:

Dressing the Officer for Protection

**By Scott Harris,
Freelance Writer**

Note: *Police Chief* magazine, from time-to-time, offers feature-length articles on products and services that are useful to law enforcement administrators. This article features protective gear.

Sometimes, the best offense is a good defense.

New advances in apparel and protective gear help make officers safer. They are also becoming easier to use, more convenient, and less burdensome for law enforcement. Taken together, these innovations free police officers to focus on the task at hand, rather than the gear on their backs, and do their jobs more safely and efficiently.

Dressed for Success

Generally speaking, protective gear encompasses a wide range of items, but it all begins with apparel. Garments that protect the person wearing them while providing both convenience and comfort are paramount too—if sometimes taken for granted—in day-to-day police and public safety activity.

Body armor is perhaps the clearest and most prominent example. The standard bullet-resistant Kevlar vest used inside the law enforcement sector can weigh approximately seven pounds and can protect against the kinds of gunshot assaults officers encounter in a given region. While it is proven effective in mitigating firearm damage, traditional body armor does have its weaknesses. However, soon, those weaknesses may be shored up, and the very fabric of body armor may (quite literally) be set to change.

This spring, leaders of Canadian company ProWearGear expect to launch a new vest designed to protect officers when Kevlar cannot: namely, during stabbings and similar attacks.

“Ballistic vests are not rated for punctures or slashing,” said Linda Lazarowich, ProWearGear’s president and CEO. “You can’t tell a bad guy not to come at you with a knife, and some bad guys know the soft areas of a regular ballistic vest.”¹

Lazarowich, who designed the new fabric, dubbed it “Armordillo,” and she says it can help officers do their job more safely and more comfortably. The hybrid fabric got its start in the four-legged sector of law enforcement, when K-9 officers were searching for a lighter-weight body armor alternative for their dogs. After meeting with success in that area, Lazarowich adapted the technology for human use.

The new composite fabric is lightweight and flexible, and thus, can adjust easily to any body type. Armordillo garments are not bulletproof, but can ward off stabbing injuries while fitting comfortably under regular clothing or over a Kevlar vest.

ProWearGear is also making available new Armordillo gauntlets that provide similar safety and flexibility.

“It is perfect for search and rescue operations,” Lazarowich said. “If you have a needle infected with HIV, the gauntlets will cover and protect your hands from that, but you can still draw your pistol if you need to without a problem.”

Despite these advances, traditional body armor is still a necessary safety precaution, and because of the marked increase in public gun violence in recent years, the federal government has beefed up requirements for agencies seeking federal dollars to help defray the cost of body armor. Specifically, jurisdictions applying for matching funds through the Justice Assistance Grant Program or the Bulletproof Vest Partnership, administered by the Department of Justice’s Bureau of Justice Assistance and Office of Justice Programs, respectively, must now require officers to wear body armor.

That is not only potentially cumbersome and uncomfortable, but can present a disadvantage if criminals know an officer is

wearing armor. Enter ArmorSkin, a product created by Massachusetts firm Blauer Manufacturing that conceals body armor from view and improves officer comfort.

In essence, ArmorSkin is a layer of fabric that fits over a traditional ballistic vest and makes it appear as if the officer is wearing a normal shirt. According to Blauer officials, the shirt fabric keeps officers comfortable while allowing them to hide the armor from criminals.

One Size Fits All

Sometimes, a temporary addition to the officer’s wardrobe can be just as critical as the items worn every day. That is the case with iEvac Smoke Mask/Fire Escape Hood, a protective hood manufactured by Florida company Elmridge Protection.

Ira Gurvitch, president of Elmridge Protection, said several features of the iEvac hood can help law enforcement professionals do their jobs better. The first among those is protection against a wider-than-normal range of potentially harmful agents.

“A typical hood has deactivated charcoal and a particle filter,” said Gurvitch. “The first takes care of harmful gasses and the second takes care of particles. But the iEvac is the only one certified to protect against carbon monoxide.”²

According to Elmridge, the iEvac hood also protects against other fire-related gases like hydrogen cyanide, smoke, and hydrogen sulfide, and contains a HEPA filter that removes more than 99.97 percent of particles, which would include agents like anthrax and radioactive particles.

What’s more, the hoods, which are designed for one-time use only, can be put on in less than 30 seconds, and each one is packed in a vacuum-sealed bag that allows for a long shelf life.

“If there’s a truck spill, and the truck was filled with chlorine or ammonia, you can have this in your trunk or your glove compartment and pull it out,” Gurvitch said. “They can get it out and put it on and direct

traffic away from the spill. This is a one-size-fits-all product."

While the iEvac is not designed to assist officers in an oxygen-deficient environment or allow them to battle fires for an extended period of time, it is sufficient for short-term exposure, for instance, when an officer needs to escape from a scene.

The iEvac can also be a good alternative in the corrections environment, where the typical hood is the self-contained breathing apparatus, which can carry its own set of challenges.

At \$149.95, the iEvac also can be far less expensive than other options. "The SCBA is an excellent piece of equipment for fighting a fire," Gurvitch said. "But if all you want to do is get out and escape, the iEvac works. SCBAs can cost thousands of dollars, and you have to maintain it. With our hood, there is a huge potential cost savings."

In the Field

As the price of a gallon of gas goes up and flexibility in law enforcement becomes more important, bike patrols are now being viewed as an effective weapon in many police agency arsenals.

"There is more interest in bike patrols in the last couple of years," said Michael Espejo, the owner of website PoliceBikeStore.com. "It can keep you from spending money on fuel and you can do things on a bike that you can't do in a patrol vehicle."³

For bicycle officers, protection has to be coupled with comfort and freedom of movement. This means that the proverbial bang for the buck has to be high for every garment a bike patrol officer wears.

"Bike cops don't wear a lot of protective gear because it gets cumbersome. So usually, it is just shorts and a shirt," Espejo said. "A lot of it has to do with comfort, because a cop is often on a bike for eight hours."

Cycling clothing manufacturer Endura developed a brand of shorts called the Hummvee, which is made from Teflon-treated nylon and a detachable inner layer that includes antibacterial padding. It also contains zippered pockets and other features designed to protect officers and their possessions from the elements.

Eyewear is also a critical multitasker for those on bike patrol or anyone else in the field. California-based Body Specs offers a full line of sunglasses and goggles, in part for law enforcement. Anna Bell Dougherty, spokeswoman for Body Specs, said their eyewear is lab-tested for ballistics resistance, as well as for overall toughness and utility in various weather conditions including high sunlight and fog.⁴

Easy Availability

Advancements in keeping officers safe goes beyond just the clothing and gear items themselves. It is becoming easier to procure the items a department needs.

PoliceBikeStore.com offers a number of products beyond clothing. They also offer bikes and bike accessories and manufacture their own lights.

"We try to provide everything for a bike patrol and be a one-stop shop," Espejo said. "When you're first starting a bike unit, you're not always sure what you need or what's available. So we try to provide everything on one site."

Many people may associate the Desert Eagle brand with firearms. But according to Steven Wesenberg, founder and chairman of the Nevada-based company, the Desert Eagle Tech website distributes 350,000 different name-brand products through www.deserteagletech.com.⁵ The items run the gamut from apparel and accessories to footwear and gloves.

There are a number of other websites that provide central hubs for purchasing apparel and a range of other law enforcement items, as well as sources like *Police Chiefs* annual Buyers' Guide. Almost like an Amazon for law enforcement, these websites and resources increase convenience and make purchasing more efficient, freeing up time for agencies to focus on other priorities. ♦

Notes:

¹Linda Lazarowich (president and CEO, ProWearGear), phone interview, March 3, 2014.

²Ira Gurvitch (president, Elmrige Protection), phone interview, March 3, 2014.

³Michael Espejo (owner, www.policebikestore.com), phone interview, March 4, 2014.

⁴Anna Bell Dougherty (BodySpecs), email interview, March 3, 2014.

⁵Steve Wesenberg (founder and chairman, Desert Eagle Tech), email interview, February 26, 2014.

Product Feature:

Source List for Dressing the Officer for Protection

For contact information, view this article in the May 2014 issue online at www.policechiefmagazine.org.

AETCO Inc.
All State Police Equipment Co.
Andax Industries LLC
Body Specs Safety Eyewear
& Goggles
Damascus Protective Gear
Desert Eagle Technologies
DQE Inc.
Edge Tactical Eyewear
Elmrige Protection Products LLC
Emergent Bio Solutions Inc.
ESS Eye Pro
First Line Technology LLC

GH Armor Systems
Haix North America Inc.
Horace Small
HWI Gear Inc.
INTAPOL Industries Inc.
KDH Defense Systems Inc.
Kevlar DuPont Co.
Life Safety Systems Inc.
Markl Supply Co. Inc.
MedProtect Inc.
Morphix Technologies Inc.
North American Rescue
Oregon Aero Inc.

Passaic Leather
PDT Technologies
PoliceBikeStore.com
PoliceEquipmentDealer.com
ProForce Law Enforcement
Progressive Medical Intl
ProWearGear.com Inc.
Reebok Tactical Boots
San Diego Leather Inc.
Schuberth
Spectronics Corp.
Super Seer Corp.
Team Wendy

Teijin Aramid USA Inc.
Tex-Shield Inc.
Timberland PRO Valor
Walkers Game Ear
WL Gore & Associates Inc.
World Emblem Intl



By Doug LePard, Deputy Chief; and Michelle Davey, Inspector and District Commander, Vancouver (British Columbia) Police Department

MANAGING CHANGE: A Success Story in a Culture Resistant to Change

A truism in policing is that the only thing cops hate more than change is the way things are. Police officers from any country will agree that police officers are often resistant—sometimes in quite creative ways—to doing things differently, yet want things to be better. How are these two seemingly opposing perspectives reconciled? The answer is a well-planned change management strategy.

The Vancouver Police Department (VPD) in Vancouver, British Columbia, is an organization of over 1,800 sworn and civilian staff, serving a city of over 640,000 in a metropolitan area of approximately 2.4 million. Front-line uniformed police officers in the VPD number more than 800.

Historically, patrol officers routinely conducted interviews of suspects they arrested; it was seen as a basic investigative task no different than interviewing victims and witnesses and seizing physical evidence. But beginning in the 1990s, this practice deteriorated for a variety of reasons, including high call volume and the myth that most accused's statements are found inadmissible in court.

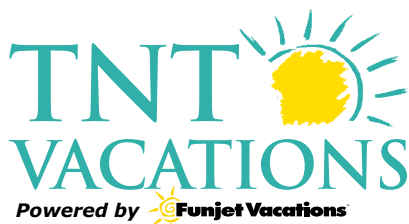
By 2008, while the VPD Patrol Division was well led by an exceptional commanding officer and high performing in many ways, including work ethic, teamwork, and handling of critical incidents, one area with room for improvement was in the thoroughness of criminal investigations.

When a new commanding officer, who had an extensive investigative background, took over the Patrol Division, his anecdotal impressions were that suspect interviews were conducted only in a small minority of cases. This meant considerable potential evidence was lost and patrol officers were not developing confidence and competence in basic investigative techniques. To establish a baseline, a representative random sample of arrest reports submitted by patrol officers was analyzed to determine the percentage that included at least an attempt to conduct a suspect interview. The results were even lower than anticipated: only 7 percent of arrest reports documented any such effort.¹



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Change Initiative

The time was right to change this deficit in investigations, as crime and call-loads were coming down and staffing levels had been improved. As a result, the commanding officer created a strategic goal to improve the overall quality of investigations, particularly suspect interviews. The key to success would be the strategic implementation of various complementary initiatives over time, along with continuous positive encouragement.

The first step was for the commanding officer to meet with every patrol squad to describe his vision for improved investigations and to hear the squad members' input. There was some trepidation and resistance because interviewing suspects was seen as "something new" to so many of them. Nevertheless, they provided invaluable input regarding what they saw as challenges, including training and equipment. Positive (and quick) responses to their suggestions with concrete actions showed their input was valued and enhanced the chances for the initiative to be successful.

Initiatives to support success were many and varied. Young officers at the police academy were provided improved instruction on interviewing skills, then encouraged to try their skills in scenario-based settings. Once they were comfortable in a controlled environment, field trainers were tasked with ensuring the academy recruits had opportunities to practice this skill in the field. Within a few years of graduating from the police academy, most patrol officers were also provided with additional interviewing instruction during a basic investigator's course, with the focus on advancing their skills. Further, all patrol officers were provided with an online interviewing refresher course combined with classroom-based refresher training during in-service training days. Digital audio recorders were made readily available so officers could conduct interviews in the field. (Pens and notebooks were seen as "old school" for this new generation of tech-savvy police officers.)

From the start of this initiative, the VPD recognized that if officers were being asked to conduct more interviews with suspects, then the appropriate infrastructure had to be in place. To address this need, state-of-the-art interview rooms were added to the scope of work during renovations of several police facilities. The result was a four-fold increase in the number of digital video interview rooms available for patrol officers to use for interviews.

The "Station NCO," a position staffed 24/7 by a sergeant and a choke point for the quality review of arrest reports, became responsible for providing support and encouragement regarding suspect interviews where an interview hadn't been attempted.

To advance the initiative, the commanding officer then partnered with a district commander (also a former major crime detective) who shared a passion for improving the quality of patrol investigations. Their next step was to create a "Suspect Interview Guide for Patrol Officers" and an "Interviewing Expectations" memo. Both were bundled in a professionally bound booklet and personally issued by the authors to each member. The memo clearly set out the minimum expectations for suspect interviewing and how these were being supported organizationally. The guide provided both basic "must know" interviewing information, and also more advanced advice in the form of multiple scenario-based scripts, with running explanations and advice. This would serve the interests of those wanting to meet minimum expectations, and also those officers who wanted to go beyond a basic "what's-your-side-of-the-story?" interview and build more advanced interviewing skills.

The distribution of this booklet occurred in combination with the presentation of a professionally produced "roll call briefing" training video, which featured a humorous interviewing skit to catch officers' attention; testimonials from a range of respected patrol officers regarding the benefits of suspect interviewing; and directions in the form of a simple, narrated decision tree for various suspect interviewing scenarios. This training video was placed on the VPD Intranet so that all officers would have access to it in the future, as was an electronic copy of the booklet. In addition, copies of the booklet were added to the package of information issued to all new patrol members.

Throughout this timeframe, clear direction was given to managers and supervisors that members were to be provided advice and reminders in a supportive and encour-

aging manner, and it was always framed in the context of helping them to be successful police officers, not admonishing them for failing to follow directions. As a result, officers were encouraged and supported in their efforts at every opportunity, whether by their sergeants or by managers who took the time to recognize them for their efforts. This recognition ranged from complimentary emails to commendations. The commanding officer routinely reviewed many arrest reports where suspect interviews had been conducted and sent written praise down through the chain of command to the officers, which was often read aloud at roll call briefings. Recognizing there had to be a further incentive for some officers, the material in the interviewing booklet became "examinable" for the purposes of increment exams for line officers (passing the exams results in significant pay increases) and promotional exams for aspiring sergeants.

Results

A follow-up audit in 2010 showed the number of investigations in which there was at least an attempt to conduct a suspect interview had increased from 7 percent to 67 percent of cases. By 2011, that number had increased to 89 percent, and patrol officers obtained admissions or confessions in almost one-third of cases. This was a remarkable improvement over a relatively short period of time and a credit to the patrol officers' professionalism. Efforts were continued to maintain, enhance, and further entrench the results that had been achieved.

Once the new practices were well established, a new policy was developed and implemented to reflect the interviewing expectations already in place. The policy was adopted with no overt resistance by the officers and with concurrence by their



union, which had been consulted during the policy's drafting. The lack of resistance was largely because the policy reflected exactly what officers were already doing due to effective and positive change management. This was a far better strategy than unilaterally imposing a new policy without having done the work of listening and acting incrementally to build buy-in and create the best chances of individual and organizational success.

The benefits of the significant increase in suspect interviews have been many. As Vancouver's senior prosecutor agreed, charges were approved where there would not have been sufficient evidence otherwise; there was a higher likelihood of guilty pleas because of the compelling nature of a lawfully obtained confession; and there was a higher likelihood of a guilty verdict for those cases that proceeded to trial.² As a result, the goals of improving public safety were met, and more victims saw that justice was done. In addition, officers spent fewer hours in court, which resulted in an increase in the numbers of officers available to deliver policing services on a daily basis. Finally, the police officers learned new suspect interviewing skills. These skills, among others, contributed to their ability to routinely conduct more thorough investigations without missing opportunities to gather evidence or requiring detective follow-up; this, in turn, reduced the demand on detective squads. The increased expectations and support also enriched the patrol officers' work, built their confidence in their ability to interview suspects, and better prepared them for future assignments to detective units.

Change management in a culture where change resistance is the preferred mind-set takes time. Managers must be patient, strategic, and willing to think outside the hierarchy of the chain of command to achieve behavior change. In this case, the organizational objective to increase the quality of patrol investigations generally, and suspect interviewing specifically, was highly successful. This

behavior change was well worth the investment of time, patience, resources, and commitment. ♦

Deputy Chief **Doug LePard**, a graduate of Simon Fraser University, is a 33-year member of the Vancouver Police Department. He has been the commanding officer of the Operations Division since 2008.

Inspector **Michelle Davey**, a graduate of the University of British Columbia, is an 18-year member of the Vancouver Police Department. She is currently the district commander of one of four patrol districts and commands over 200 police officers.

Notes:

¹The baseline numbers and results are drawn from departmental pre- and post-implementation analyses.

²British Columbia is a "charge approval" jurisdiction, like several other provinces in Canada, where the police can only recommend charges, and crown prosecutors decide whether to approve them or not for prosecution.

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Preparing for Active Shooter Incidents:



By Stuart K. Cameron,
Assistant Chief of Patrol,
Suffolk County, New
York, Police Department

Adapting to the Latest Tactics and Anticipating Future Trends

The first modern active shooter incident occurred in Austin, Texas, on August 1, 1966, when Charles Whitman climbed to the top of the University of Texas at Austin clock tower with an arsenal of weapons. Whitman, a former U.S. Marine, used military tactics and training to shoot 46 people over a 96-minute period, wounding 32 and killing 15. His accuracy was tragically refined; at one point, he killed Austin Texas Police Officer Billy Speed by firing through a six-inch gap between the pillars that Officer Speed was using for cover. While this attack is somewhat atypical when compared to more recent active shooter events, it does fit the common definition of an active shooter in that Whitman was an armed individual who had used deadly physical force on others and continued to do so while having unrestricted access to additional victims. Whitman's preparation and planning wasn't overly complex or detailed, but his tactic of using height and firepower to his advantage is certainly a well-established tactic for military snipers. Whitman acquired some of the materials necessary to further his plot on the morning of the attack, which could lead one to conclude that his preparations were less detailed than some of the more recent incidents. The clock tower provided a 360-degree range of fire and made it very difficult for police to rapidly terminate the attack. Whitman's prior military training and lifelong experience with firearms seem to have been adequate to prepare him for this event, and there are few indications that he specifically trained for his assault. Since this incident was essentially the first of its kind, Texas law enforcement had to adapt and develop response tactics on the fly. While it did take over an hour and a half to stop Whitman, it is clear that without the

heroic law enforcement intervention that occurred that day, Whitman would have taken more lives.¹

At the time of the Whitman incident, the concept of training non-specialized law enforcement personnel for rapid deployment to stop an active shooter attack was still decades away. In this incident, and many others that would follow, law enforcement action was the key to stopping the attack and saving lives. Since Whitman's attack in 1966, many active shooters have expressed a desire to outdo each other by causing higher numbers of casualties. They have increasingly studied prior tactics and developed new tactics of their own. In order to adequately counter this threat, law enforcement agencies need to take both a tactical and a strategic approach. Police officers need to be trained in tactics to respond to these types of incidents while departments prepare strategically by studying prior attacks. This type of study can enable them to identify new tactics and continually develop methods to counter them.

Training for Active Shooter Incidents

Many law enforcement agencies across the United States have trained their sworn personnel in rapid deployment active shooter response tactics. This training is a critical component of an overall strategy to counter the active shooter threat; however, this type of training alone is not adequate preparation. Rapid deployment tactical training is a perishable skill, which therefore requires refresher training on a regular basis. To maintain those skills, law enforcement agencies need to work closely with potential targets, which can include a wide variety of venues. Attacks have occurred at schools, malls, movie theaters,

military installations, hospitals, churches, mass outdoor gatherings, nursing homes, restaurants, and many other locations. An active shooter event could occur at virtually any target. Law enforcement outreach should be conducted at potential target venues. This outreach should include information about how an agency would respond to an event of this nature and provide best practice guidance to increase security while lowering the possibility of an attack. Familiarity with the layout of vulnerable locations and knowledge of information included in their emergency response plans can save time during a response. Saving time is a critical response component, since any delay is likely to result in additional casualties. Law enforcement must be able to move rapidly to terminate the attack.

The effectiveness of the response to an active shooter event may be increased through the utilization of certain specialized equipment that not all law enforcement agencies may be able to afford. Partnering with other agencies that possess this equipment, in advance of an incident, will allow access and help ensure timely response during an incident. In addition, to partnering to share equipment, agencies should routinely train together to increase their effectiveness. In many parts of the United States, it is likely that officers from more than one law enforcement agency may arrive on the scene simultaneously. Standardized training and tactics, combined with routine response exercises, can make interagency coordination far more effective.

Law enforcement planning for the response to an active shooter event must be an ongoing process. Every agency should designate a member to review each new



active shooter event to determine whether there are any new and unique tactics utilized during the attack that would overwhelm the agency's current plans, training, or equipment. Since Charles Whitman climbed to the top of the clock tower in Austin, the tactics used during subsequent attacks have evolved, increasing in complexity and challenging law enforcement agencies who respond to these events.

Active Shooter Tactics

Some of the tactics active shooters have developed and utilized include using body armor, blocking entryways, employing diversionary tactics, using or threatening to use explosives, firing from high-capacity firearms magazines, and conducting attacks with multiple attackers.

Body Armor

Body armor of some type has been used during several recent mass shooting events. In one incident on April 4, 2009, 22-year-old Richard Poplawski opened fire on police officers who responded to a call at his home in Pittsburgh, Pennsylvania. Poplawski was described as lying in wait for responding officers while wearing his body armor. He killed the first three officers who responded and was then able to hold off police for approximately four hours. Although he suffered leg wounds, the body armor protected his torso. While not a classic active shooter incident, Poplawski's successful use of body armor in his attack was widely publicized at the time of the event for proving effective in prolonging the attack.²

On May 9, 2003, Biswanath Halder, a disgruntled former student, breached his way into a building on the campus of Case Western Reserve University in Ohio. Halder was wearing a military-style flak vest and a

helmet. Shortly after entering the School of Management building, Halder killed a student using one of the firearms that he was armed with that day. The Cleveland SWAT team rapidly entered the building, but due to the layout of the building, it took them several hours to take Halder into custody after he was wounded in one of several firefights. Halder had killed one student and wounded two other people before he was captured.³

As reported in the media, James Holmes, who killed 12 patrons and wounded 58 more in the Century Movie Theater in Aurora, Colorado, on July 20, 2012, wore extensive ballistic protection when he attacked the theater. Ultimately, Holmes surrendered to police without resistance as they arrested him next to his car at the rear of the theater. The body armor did not substantially impact the police response to the event.⁴

With the exception of the event in Pittsburgh, the use of body armor ultimately had little significant impact upon the outcome of these events. This has not always been the case. During a bank robbery gone bad in North Hollywood, California, in February 1997, body armor played a critical role by protecting the robbers from small arms fire while they fired on the local community and responding police officers with modified, fully automatic assault rifles.⁵ Should an active shooter opt to fight to the death with responding police officers while wearing similar body armor, the rapid availability of weapons that can defeat this body armor could be a vital component to the law enforcement response.

Delay and Diversion

As officers learn during rapid deployment training, time is critical during the response to an active shooter incident. Delaying the response of arriving law enforcement personnel gives attackers additional time to engage more victims. To that end, attackers have intentionally blocked entryways in a number of recent attacks. When Charles Carl Roberts took 10 young female Amish students hostage in a one-room schoolhouse in West Nickel Mines, Pennsylvania, on October 2, 2006, he barricaded the doors and windows with lumber and heavy wire ties that he had brought with him. When Roberts began shooting the girls, the Pennsylvania State Police were hampered in their efforts to enter the school and stop Roberts. Without these barriers, the tragic outcome may have been different.⁶

Less than a year later, Seung-Hui Cho utilized chains and locks to secure the three main doors into Norris Hall when he attacked Virginia Tech. These barriers slowed the responding police officers, thereby buying Cho additional time to shoot helpless students.⁷

In another tactic designed to delay intervention or prevent victim escape, Jiverly Wong parked his father's car against the rear door of the American Civic Center in Binghamton, New York during an attack there on April 3, 2009.⁸ Blocked entryways both hamper the ability of officers responding to terminate the attack and the ability for potential victims to escape the location under assault. A comprehensive law enforcement agency active shooter response plan must include the means to rapidly breach intentionally blocked doorways. Any delay faced by the responders potentially allows an attacker to increase overall casualties. Familiarity with potential attack locations should also include alternate means of ingress and knowledge of how to access them.

The use of diversionary tactics has been employed by several attackers with varying degrees of success. When Dylan Klebold and Eric Harris attacked Columbine High School on April 20, 1999, they planted a diversionary explosive device in a park some distance from the high school, with the apparent intent to draw away the school resource officer and other responding police.⁹ During an unprecedented attack in Norway on July 22, 2011, Anders Breivik began his two-phase attack by detonating a large vehicle bomb near a government building in Oslo. Shortly thereafter, he began an attack at a youth camp located on a nearby island, killing a total of 77 people, most of whom were killed during the shooting.¹⁰ In Colorado, James Holmes apparently intended to create a diversion by drawing law enforcement personnel to his apartment with a loud stereo rigged to attract attention. Holmes had left the apartment door unlocked and booby-trapped the residence using a trip wire, explosives, and flammable materials.¹¹

Modern day law enforcement professionals must continually evaluate conditions during the event at hand and contemplate whether the given incident is simply what it appears to be or is actually part of a larger plan. Maintaining situational awareness and frequently reevaluating a critical event as it unfolds should be employed at every major incident.

The worst school attack to occur within the United States was one that occurred in Bath, Michigan, in 1927. Andrew Kehoe set his farm on fire just prior to detonating explosives that he had hidden within the Bath Consolidated School. As rescue work was under way, Kehoe drove his explosive-laden truck into the midst of the rescue efforts and detonated it.¹² The use of explosives to attack innocent populations is nothing new. Combining explosives, or the threatened use of explosives, with an active shooter attack has occurred since Bath with varying degrees of success. Klebold and Harris incorporated 99 homemade explosive devices into their



attack on Columbine High School, ranging from two large vehicle bombs designed to harm responders to small cricket-type improvised hand grenades.¹³ As mentioned earlier, Andres Breivik in Norway and James Holmes in Colorado also incorporated explosives into their attacks as diversionary devices. When Seung-Hui Cho chained the doors of Norris Hall closed, he also reportedly left a note stating that the doors were booby trapped, presumably as an additional means to slow down responding law enforcement officers.¹⁴ Responders need to be very aware that explosive devices could be involved in any attack, including booby traps designed to kill or injure responders themselves.

Several active shooters have employed high-capacity firearm magazines to reduce their need to reload their weapons and speed up their ability to kill people. Jared Loughner utilized high-capacity magazines for his Glock handgun during an attack on an outdoor political function in January 2011.¹⁵ James Holmes intended to utilize a drum-style magazine in his assault rifle during his attack in Aurora, Colorado; fortunately, it appears that the weapon jammed during the attack.¹⁶ Attackers often possess numerous firearms and large amounts of ammunition. During an attack on Luby's Cafeteria in Killeen, Texas, on October 16, 1991, George Hennard was able to hold off responding officers who ultimately had to request additional ammunition. Much like the officers in Austin, Texas, who engaged Charles Whitman, these officers responded heroically and engaged Hennard in a lengthy gunfight. Hennard ultimately committed suicide after officers wounded him during the gun battle.¹⁷

Some attacks have involved multiple attackers. Perhaps the most notable of these was the attack on Columbine High School, which involved two attackers.¹⁸ Another school attack that occurred prior to Columbine, on March 24, 1998, near Jonesboro, Arkansas, was committed by two middle school students who killed five people and wounded ten more. One boy pulled the school's fire alarm, and then they waited outside and opened fire on classmates and teachers as they fled.¹⁹

Many attackers have not only studied prior attacks, they have also expressed their desire to outdo them by creating higher casualty counts. As attacks escalate in violence, attackers will surely seek out new and creative tactics. They will continue to vary their selection of victims, choosing those that will shock the consciousness of the public. Law enforcement must not be complacent in their planning efforts. They must study each attack that occurs, looking for new and unique tactics, to determine if they need to adapt their training, strategies, and procedures. They should always attempt to anticipate new tactics and relentlessly prepare to the best of their ability.



Advance planning, up-to-date prevention and response practices, comprehensive training, and acute awareness of the current threat environment have the potential to save countless lives if an agency is faced with a mass shooting incident. ♦

Notes:

¹Gary M. Laverigne, *A Sniper in the Tower: The Charles Whitman Murders* (Denton, Texas: University of North Texas Press, October 1998).

²"Police: 3 Officers Killed in Pa. Shooting," Crime & Courts, NBCNews.com, April 4, 2009, http://www.msnbc.msn.com/id/30043893/ns/us_news-crime_and_courts/t/police-officers-killed-pa-shooting (accessed December 23, 2012).

³"Cleveland Shooter had Military Training," CBS News, February 11, 2009, http://www.cbsnews.com/2100-201_162-553261.html (accessed August 30, 2013).

⁴"James Holmes Built up Aurora Arsenal of Bullets, Ballistic Gear through Unregulated Online Market," CBS News, September 19, 2012, http://www.cbsnews.com/8301-201_162-57478749/james-holmes-built-up-aurora-arsenal-of-bullets-ballistic-gear-through-unregulated-online-market (accessed December 23, 2012).

⁵Gregory J. Wilcox, Jaxon Van Derbeken, and Jeannette DeSantis, "North Hollywood Bank Heist Erupts in Gunbattle; 6 Civilians, 10 Officers Injured; 2 Robbers Killed: March 1, 1997," *Los Angeles Daily News*, September 23, 2010, <http://www.dailynews.com/20100924/north-hollywood-bank-heist-erupts-in-gunbattle-6-civilians-10-officers-injured-2-robbers-killed-march-1-1997> (accessed December 27, 2012).

⁶Jonas Beiler, *Think No Evil: Inside the Story of the Amish Schoolhouse Shooting and Beyond* (New York, New York: Howard Books, 2009).

⁷John Giduck, *Shooter Down: The Dramatic, Untold Story of the Police Response to Virginia Tech Massacre* (Archangel Group Ltd., 2011).

⁸Rivera and Schwebber, "Before Killings, Hints of Plans and Grievance."

⁹Jeff Kass, *Columbine: A True Crime Story, A Victim, the Killers, and the Nation's Search for Answers* (Denver, CO: Ghost Road Press, 2009).

¹⁰"Norway Attack: At Least 80 Die in Utøya Shooting, Seven in Oslo Bombing," *The Guardian*, July 2, 2011, <http://www.guardian.co.uk/world/2011/jul/23/norway-attack-utoya-shooting-oslo> (accessed December 22, 2012).

¹¹"James Holmes Built Up Aurora Arsenal of Bullets."

¹²Arnie Bernstein, *Bath Massacre, America's First School Bombing* (Ann Arbor: University of Michigan Press, March 16, 2009).

¹³Kass, *Columbine*.

¹⁴Giduck, *Shooter Down*.

¹⁵"Jared Loughner ID'd as Giffords Shooting Suspect," CBS News, January 8, 2011, http://www.cbsnews.com/2100-201_162-7226347.html (accessed December 22, 2012).

¹⁶"James Holmes Built Up Aurora Arsenal of Bullets."

¹⁷Elinor Karpf and Jason Karpf, *Anatomy of a Massacre* (Waco, Texas: WRS Publishing, 1994).

¹⁸Kass, *Columbine*.

¹⁹"A School Shooting in Jonesboro, Arkansas, Kills Five," *This Day in History*, The History Channel, March 24, 1998, <http://www.history.com/this-day-in-history/a-school-shooting-in-jonesboro-arkansas-kills-five> (accessed December 28, 2012).

REGISTRATION INFORMATION

October 25 -28 | Orange County Convention Center – West Building

Full registration to IACP 2014 is limited to IACP members, their non-member guests, family members, and exhibitors. IACP 2014 is not open to the general public.

To take advantage of discounted registration fees, complete the attached registration form and return to the IACP with payment or register online through September 10, 2014. Beginning September 11, 2014 ONLY online registrations will be accepted. Higher registration fees will apply.

Registration fees must accompany the registration form; payment may be made by check, credit card or purchase order. Advance and on-site registration fees will be accepted in U.S. funds only and must be drawn on a U.S. bank. All credit card payments will be processed at IACP Headquarters in U.S. funds.

Phone registrations are not accepted. Do not mail and fax your credit card information, as charges may be duplicated. Once your registration is processed, you will receive an e-mail confirmation which also serves as your only receipt.

FIVE WAYS TO REGISTER

1. Register Online

Go to www.theIACPconference.org and click on REGISTER. Members will need their member number. Only credit card payments are accepted online. Internet registration opens on May 7, 2014 and will be open through the conference.

2. Register by Fax (703-836-4543)

Fax completed forms with credit card payments or Purchase Orders to 703-836-4543. Due to registration volume, we cannot confirm fax receipt.

3. Register with a Check

Send completed forms with checks to:

IACP Conference Registration
PO Box 62564
Baltimore, MD 21264-2564 USA

4. Register with Purchase Order

Send completed forms with Purchase Orders to:

IACP Conference Registration
44 Canal Center Plaza, Suite 200
Alexandria, VA 22314 USA

5. Walk-in Registration begins October 24, 2014

Walk-in registration opens Friday, October 24, 2014, at 1:00 PM at the Orange County Convention Center – West Building
9860 Universal Boulevard, Orlando, Florida, USA.

QUESTIONS? CALL 800-THE-IACP



Refund Policy Statement

All cancellations must be made in writing and mailed, faxed (703-836-4543), or e-mailed (conf2014@theiacp.org) to IACP headquarters. A penalty will apply. No telephone cancellations will be accepted. It will take a minimum of six weeks to receive a refund. A 25% penalty will be assessed on all cancellations postmarked or fax/e-mail dated on or before October 1, 2014. A 50% penalty will be assessed on cancellations postmarked or fax/e-mail dated between October 2 – 21, 2014. No refunds will be issued on or after October 22, 2014. No refunds will be given for no-shows. Registration may be transferred to another person in your organization by written request to IACP prior to October 1, 2014. After this date all changes must be made at the conference. Additional charges may apply.

2014 REGISTRATION FEES

	On or Before September 10, 2014 (Discounted Rates)	September 11, 2014 and After (Online Registration/ On-site)
IACP Member*	\$350	\$425
First Time IACP Member*#	\$295	\$370
Non-member*	\$525	\$650
Family Member*+	\$125	\$125
Children under 18*	FREE	FREE
Expo Pass for Law Enforcement	FREE	FREE
1-Day Pass^		\$85
2-Day Pass^		\$160

*Full conference registration fee includes access to All General Assemblies, workshops, receptions, Expo Hall Floor, Host Chief's Night, and transportation between Official IACP hotels and the Convention Center.

#The First Time IACP Member discounted rate must be taken at the time of the initial registration. Refunds cannot be given for incorrect registration submissions.

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

^1-Day and 2-Day Pass Registration will begin online on September 11, 2014. Individuals may register for only ONE 1-Day Pass or 2-Day Pass.

Only IACP members can take advantage of the member registration rates. All IACP memberships are individual and non-transferable for conference registrations member rates.

FREE EXPO PASS FOR PUBLIC SAFETY PERSONNEL

Sworn officers, first responders, and civilian employees of public safety and government agencies and the armed forces can register for complimentary access to the Expo Hall. Public Safety includes offices of police, sheriffs, EMS, fire service, hazmat and park rangers from federal, state, city, county, campus, and tribal agencies, and the armed forces. To qualify for this three-day Expo Hall-only pass, the recipient must work for the government or a public safety agency and will be required to show their credentials upon arrival. The IACP reserves the right to refuse ineligible registrations.

FIRST TIME MEMBER ATTENDEES

IACP members attending the Annual Conference for the first time can take advantage of a special discounted rate. IACP members attending for the first time pay \$295 in advance and \$370 on-site.

THIS IS A SAVINGS OF OVER 15%!

MEMBERSHIP

SAVE 21% Off the Non-member rate – Join the IACP & Register at the First Time Member Rate

Join the IACP now and save \$110! Non-members may submit their IACP Member dues (\$120) along with the First Time IACP Member registration fee (\$295) by completing the membership portion of the registration form.

Law enforcement professionals at every level qualify for membership in the IACP. Those in sworn command-level positions qualify for active membership; others are eligible for associate membership. See the IACP website for details.

ADVANCE REGISTRATION FORM

October 25 -28 | Orange County Convention Center – West Building



 Register online at www.theIACPconference.org

Use this form to save on registration fees until September 10, 2014.

Beginning September 11, 2014 only online registrations will be accepted.

Discounted Advance Registration Deadline: Must be Postmarked by September 10, 2014.

Check One:

☐ I am an IACP Member; Membership Number _____ ☐ I am a Non-Member

☐ I am applying now for Membership (Use Box "B" below to Join & Register)

☐ I am the spouse or family member of _____ Their Member# _____

Full Name _____

First Name for Badge _____

Title _____

Agency/Organization _____

Agency Address _____

City _____ State _____

Zip/Postal Code _____ Country _____

Phone # _____ Fax # _____

Email Address _____

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

Name _____

Children (Under 18) Name(s) _____

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

☐ YES! Go Paperless! I do not need a printed program; I will use the IACP 2014 Mobile App.

A. CHECK APPROPRIATE REGISTRATION TYPE:

☐ IACP Member*: **\$350**

☐ Family Member*+: **\$125**

☐ First Timer Member* (IACP Members ONLY): **\$295**

☐ Children Under 18*: **FREE**

☐ Non-member*: **\$525**

☐ Expo Pass for Public Safety Personnel : **FREE**

Day pass & 2-day pass registration will open online September 11th.

B. JOIN THE IACP:

☐ YES! I would like to Join the IACP and take advantage of the First Timer Member Registration Rate

Member Dues: **\$120**

First Timer Member Registration: **\$295**

Total: **\$415**

C. (OPTIONAL) BANQUET & FOUNDATION GALA TICKETS:

☐ YES! I would like to Purchase Tickets for the **2014 IACP Foundation Gala** to be held on Saturday, October 25, 2014.

Tickets **\$200 each** # of tickets: _____

No refunds after October 1, 2014. Pre-Conference ticket sales end October 10, 2014.

☐ YES! I would like to Purchase Tickets for the **Annual Banquet** to be held on Tuesday, October 28, 2014.

Tickets **\$85 each** # of tickets: _____

No refunds after October 1, 2014. Pre-Conference ticket sales end October 10, 2014 and will continue on-site October 24, 2014

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

TOTAL AMOUNT TO BE CHARGED (From boxes A, B, C above): \$ _____

☐ Purchase Order # _____

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

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

Acct. # _____ Exp. Date _____

Cardholder's Name _____ Billing Address _____

Signature _____

Please complete the following questions:

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

1. How many sworn officers in your agency?

- ☐ 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. 1,000 & above
- ☐ J. N/A

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

- ☐ 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 & above
- ☐ H. N/A

3. What best describes your function/assignment?

- ☐ A. Administration
- ☐ B. Field Operations
- ☐ C. Information Technology
- ☐ D. Patrol/Investigations/Tactical
- ☐ E. Communications
- ☐ F. Training
- ☐ G. Fleet Management
- ☐ H. Purchasing
- ☐ I. Medical/Psychological
- ☐ J. Legal
- ☐ K. Retired
- ☐ L. Other (specify) _____
- ☐ M. N/A

4. What best describes your purchasing authority?

- ☐ A. Approve purchases
- ☐ B. Evaluate & recommend purchases
- ☐ C. Develop specifications for purchases
- ☐ D. Make suggestions to others
- ☐ E. End user only
- ☐ F. N/A

5. Which best describes your agency/organization?

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

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

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

7. How did you hear about IACP 2014?

- ☐ A. Have attended in the past
- ☐ B. Received brochure
- ☐ C. Received an email
- ☐ D. A colleague told me about the conference
- ☐ E. Other (specify) _____

* Full conference registration fee includes access to all general assemblies, workshops, receptions, Expo Hall and Host Chief's Night.

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

Fax completed form with credit card information to 703-836-4543. Do NOT mail and fax form—charges may be duplicated. Mail purchase order along with form to: **IACP Conference Registration, 44 Canal Center Plaza, Suite 200, Alexandria, VA 22314 USA**

Source Code: PCAd1

HOTEL INFORMATION

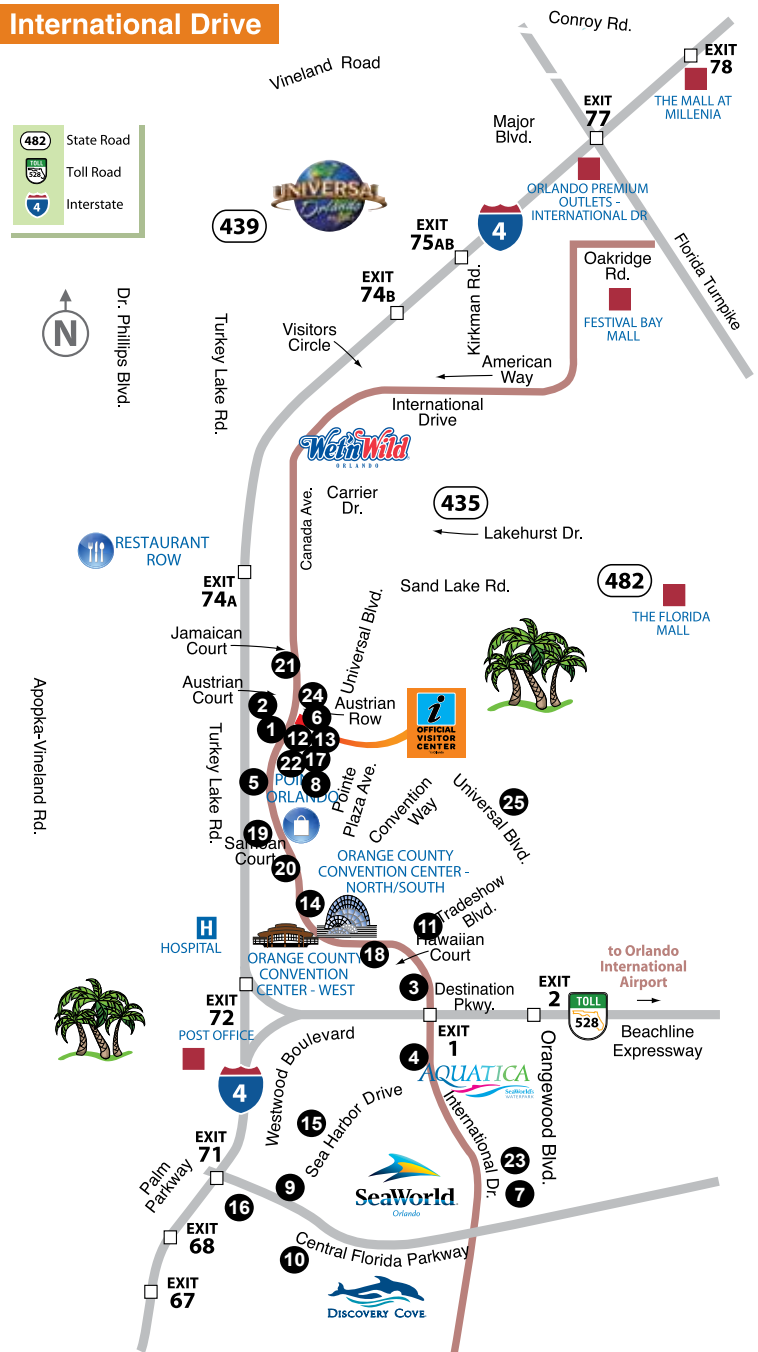
October 25 -28 | Orange County Convention Center – West Building

	HOTEL	Distance to Convention Center	Rates Starting At	Shuttle Provided
1	Avanti Resort Orlando	1.2 miles	\$79	
2	Courtyard Intl Drive/ Convention Center	1.5 miles	\$139*	
3	Days Inn Convention Center/ I-Drive	1.0 mile	\$79*	
4	Doubletree by Hilton Orlando SeaWorld	1.6 miles	\$109	
5	Embassy Suites Intl Drive/ Convention Center	1.2 miles	\$195**	
6	Extended Stay America Pointe Orlando	1.1 miles	\$79	
7	Fairfield Inn & Suites Orlando SeaWorld	2.0 miles	\$109	
8	Hampton Inn Intl Drive/ Convention Center	1.1 miles	\$109*	
9	Hilton Garden Inn Orlando at SeaWorld	2.0 miles	\$129*	
10	Hilton Grand Vacations Suites SeaWorld	1.9 miles	\$119	
11	Hilton Orlando	0.8 miles	\$239	
12	Homewood Suites Hilton Convention Center	1.1 miles	\$145*	
13	Hyatt Place Orlando Convention Center	1.1 miles	\$139*	
14	Hyatt Regency Orlando (formerly Peabody)	0.3 miles	\$244	
15	Renaissance Orlando at SeaWorld	2.0 miles	\$199	
16	Residence Inn Orlando at SeaWorld	2.0 miles	\$129	
17	Residence Inn Orlando Convention Center	1.1 miles	\$139*	
18	Rosen Centre Hotel	0.3 miles	\$225	
19	Rosen Inn at Pointe Orlando	0.9 miles	\$79	
20	Rosen Plaza Hotel	0.7 miles	\$205	
21	Sonesta ES Suites Orlando	1.5 miles	\$129	
22	Springhill Suites Convention Ctr I-Drive	1.1 miles	\$134*	
23	SpringHill Suites Orlando at Sea World	2.0 miles	\$119	
24	The Castle Hotel	1.3 miles	\$149*	
25	Westin Orlando Universal Boulevard	1.9 miles	\$199	

*Early bird rate expires 7/31/14

** Four night minimum rate

International Drive



FREE PARKING

Complimentary parking will be available at the Orange County Convention Center (West and North/South building) for any marked law enforcement agency vehicle from Orange, Osceola, Lake and Seminole Counties. This includes city and state vehicles operating within these counties.

The West Building's West Concourse parking lot can be accessed a number of ways - via Exhibit Way (north entrance), via Convention Way (south entrance) and via West Entrance Drive off of Westwood Boulevard.

The North/South Building's North/South Concourse parking lot can be accessed by two entrances - Universal Boulevard (north side) or International Drive (south side). Using the entrance off of Universal Boulevard is encouraged when attending events in the North/South Concourse.

HOUSING FORM

October 25 -28 | Orange County Convention Center – West Building



Book your hotel online at www.theIACPconference.org and receive your hotel confirmation.

Please submit form to:

Travel Planners Inc./IACP
381 Park Avenue South, 3rd Floor
New York, NY 10016 USA
Phone: 877-IACP -123 (877-422-7123) or 212-532-1660
Fax: 212-779-6128

Hotel Choice:

1. _____
2. _____
3. _____
4. _____
5. _____

Arrival Date: _____ Departure Date: _____

Room Type:

- ☐ Single (1 person/1 bed)
- ☐ Double (2 people/1 bed)
- ☐ Twin (2 people/2 beds)
- ☐ Triple (3 people/2 beds)
- ☐ Quad (4 people/2 beds)

Suite Request:

- ☐ Parlor and one bedroom
- ☐ Parlor and two bedrooms

Note: All suite requirements will be subject to approval by the IACP.

Special Requirements:

- ☐ If you have any disabilities that require special facilities in your sleeping room, please check here. Someone will contact you to discuss further.

Name(s) of Occupant(s):

1. _____
2. _____
3. _____
4. _____

Mail Confirmation to:

Name _____
Agency/Organization _____
Mailing Address _____
City _____
State _____ Zip/Postal Code _____
Country _____
Phone _____ Fax _____
Email _____

Frequent Guest Program:

Hotel _____
Account Number _____

RESERVATION DEADLINE:

September 26, 2014

Every effort will be made to accommodate your request, subject to hotel availability and rate. Rooms are assigned in the order in which registrations are received. If your five hotel choices are not available, you will be contacted.

Once you receive a confirmation from Travel Planners, you will have five business days to go online and guarantee your reservation with a credit card. Any unguaranteed reservation is subject to cancellation. For a check deposit for one night's room and tax, please make your check payable to Travel Planner's Inc. All checks must be received by the deadline of September 5, 2014.

Confirmation will be emailed, faxed, or mailed the next business day after receipt of your request. If you do not hear from Travel Planners Inc. within five business days, please call Travel Planners Inc. and we will send your confirmation.

Changes and cancellations should be made through Travel Planners Inc. at least three weeks before arrival. Changes may be subject to hotel availability. If changes or cancellations are made less than three weeks before arrival, please refer to your confirmation for specifics on your hotel's change and cancellation policy.

Many hotels are now imposing fees for early departure. This policy is at the discretion of the individual hotel, and the amount of the fee varies by hotel. To avoid an early departure charge, be sure to verify your actual date of departure at the time of check-in. Please submit form to:

Travel Planners Inc./IACP

381 Park Avenue South, 3rd Floor
New York, NY 10016 USA
Phone: 877-IACP -123 (877-422-7123)
or 212-532-1660
Fax: 212-779-6128

PAYMENT:

- ☐ Check enclosed for one night's deposit. (Check should be made payable to Travel Planners Inc., payable in U.S. funds.) Mail deposit payment with completed form to:

Travel Planners Inc./IACP
381 Park Avenue, South, 3rd Floor
New York, NY 10016 USA

- ☐ Credit Card reservations can be made online at www.theIACPconference.org or by calling 877-IACP -123.

NEW MEMBERS

This posting of new member applications is published pursuant to the provisions of the IACP Constitution & Rules, Article II, Section 2(c). If any active member in good standing objects to any application, written notice of the objection must be submitted to the executive director within 60 days of publication. The application in question shall then be submitted to the Executive Committee and shall require the affirmative vote of two-thirds of the members of that committee for admission of the applicant.

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

*Associate Members

All other listings are active members.

BRAZIL

Balneario Camboriu—*Sartori, Ricardo, Oficial de Policia Militar, Policia Militar De Santa Catarina, Rua 3146 97 Ap 701, 88330-299, 55 4730812883, Fax: 55 4731693400, Email: sarthrax@gmail.com

Belem—Braga Da Silva, Jose Vicente, Colonel, Policia Militar Do Para, Corregedoria-Geral Da PMPA, Av Magalhaes Barata, Complexo Da Policia Civil, 66040170, 55 32389063, Email: braga021@gmail.com

Pessoa/PB—Bezerra Nunes, Jean Francisco, Secretario/Del-egado de Policia Civil, Secretaria De Estado Da Seguranca Publica E Defesa, Ave Antonio Lira 838 Apto 601, Bairro Cabo Branco, 58045030, 55 8332139005, Fax: 55 8332139055

CANADA

Nova Scotia

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Ontario

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Send mail to my ☐ Business ☐ Residence Address | 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): _____

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

EACH APPLICANT MUST BE SPONSORED BY AN ACTIVE MEMBER OF IACP IN HIS/HER RESPECTIVE STATE/PROVINCE/COUNTRY.

Sponsor Name: _____ Membership number: _____

Membership Dues – \$120 (U.S. dollars only – includes subscription to Police Chief magazine valued at \$25.)

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 October 1 will be credited to the following year.

**For further information on membership benefits and eligibility,
visit the IACP website www.theiacp.org.**

Membership Requirements

Active Membership

Commissioners, superintendents, sheriffs, chiefs and directors of national, state, provincial, county, municipal police departments.

Assistant chiefs of police, deputy chiefs of police, executive heads and division, district or bureau commanding officers. Generally the rank of lieutenant and above is classed as active membership.

Police chiefs of private colleges and universities who are qualified as law enforcement officers within their respective states/provinces.

Officers who command a division, district or bureau within the department. Command must be specified on the application.

Chief executive officers of railroad police systems and railway express company police systems.

Associate Membership

Police officers employed by police agencies below the rank of lieutenant.

Superintendents and other executive officers of prisons.

Chief executives, departmental officers and technical assistants of city, county, state, provincial and national agencies with administrative or technical responsibility for police-related activities.

Prosecuting attorneys, their deputies and deputy sheriffs.

Professors and technical staffs of colleges and universities engaged in teaching or research in criminal law, police administration and other phases of criminal justice.

Staffs of crime institutes, research bureaus, coordinating councils, law enforcement associations.

Chief executive officers of industrial or commercial security police agencies and private police or detective agencies.

Employees of companies providing services to law enforcement agencies.

Associate members enjoy the same privileges as active members except those of holding office and voting.

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George B. Brosan, Superintendent (ret.), Maryland State Police, Annapolis, Maryland (life member)

Joel A. Carlson, Special Agent in Charge (ret.), FBI; Tucson, Arizona (life member)

Rodney Cunningham, Services Lieutenant, Colleyville, Texas, Police Department

John J. Flanagan, Chief of Police (ret.), Lyons, Illinois

Nicholas J. Halias, Chief of Police (ret.), University of New Hampshire; Pembroke, New Hampshire

Edward J. Hogan, Chief of Police (ret.), Carbondale, Illinois (life member)

James S. Ladd, Lieutenant Colonel (ret.), United States Army Military Police; Fayetteville, North Carolina

Lester D. Mitchell, Chief of Police, Cleveland State University Police Department, Cleveland, Ohio

Clark E. Morrow, Major, Olathe, Kansas, Police Department

Alfonso Solis, Chief of Police (ret.), Roswell, New Mexico; Assistant Director (ret.), United States Marshals Service, Roswell, New Mexico

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Productupdate

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.



Rapid DNA analysis

GE Healthcare Life Sciences and NetBio announce an extensive developmental validation of DNAscan Rapid DNA Analysis System has commenced to evaluate the overall system from swab-in to profile-out. Following analysis, the results will be used to seek National DNA Index System (NDIS) approval, which will allow forensic laboratories to submit the STR profiles generated by the DNAscan system to the U.S. national DNA database (CODIS). DNAscan Rapid DNA Analysis System is a fast, rugged, and easy-to-use analysis system developed to enable law enforcement agencies to process DNA samples in fewer than 90 minutes, thereby helping to accelerate the criminal investigation process.

For more information visit www.gelifesciences.com/DNAscan.

Voice biometrics forensics solution

There are many forms of forensic evidence in cases and investigations. The latest is a voice print, and Nuance Communications, the leader in voice biometrics and natural language understanding, is unveiling its all-new Nuance Forensics solution. Nuance Forensics enables law enforcement and forensics professionals to input audio files (for example, an audio recording of a phone conversation), and determine if the identity of the individual speaking on the phone matches the voice of a known suspect. It is fully admissible in court and can also be used to assist law enforcement during investigations, not only to confirm the identity of individuals, but also to confirm gender, dialect, and language spoken.

For more information, visit www.nuance.com/index.htm.

Extreme in-car video system

Kustom Signals announces the Extreme option for their popular G3 Vision in-car video system that allows it to operate in the harshest of climates and conditions. Now available with a high-security, temperature controlled vault for the DVR and recording media, the G3 Vision with the Extreme Vault option is capable of operating in temperatures between -67°F to +185°F (-55°C to +85°C). The lockable, stainless steel vault offers protection from crashes, fire, and tampering. The vault complies with MIL-STD 810G for humidity, drop, vibration, dust resistance, and water resistance and exceeds the standard for temperature.

For more information, visit www.KustomSignals.com.

Network and app

A new social network is using the latest mobile technology to provide an increased level of protection during school shootings as they unfold. The Hero911 Network is a voluntary, non-profit group of federal, state, and local law enforcement officers nationally dedicated to reducing response times to active school shooting incidents. The launch of the group's Hero911 app is designed to increase the number of officers, on or off duty, who can respond to these tragic school crimes. Any of the nearly 900,000 active U.S. federal, state, or local law enforcement officers can download the Hero911 app for free on their iOS and Android smartphones. The Hero911 app will work in concert with the Hero911 Network's new companion app for teachers and school staff called SchoolGuard.

For more information visit www.Hero911.org and www.SchoolGuard.com



Console

Gamber-Johnson announces its Vehicle Specific Console Box for the re-designed 2014 Chevrolet Caprice Police Patrol Vehicle (PPV). The new Chevrolet Caprice PPV has moved the shifter from the center console to the steering wheel column. With this re-design the Gamber-Johnson Vehicle Specific Console Box is now able to extend all the way to the dash, creating a mounting platform for the computer/tablet to be center mounted. Another benefit of this redesign is the console box's new capability to accommodate one full-sized radio/device in the vertical, angled section. Due to a high transmission hump, the console box is still designed to work with radio control heads in the horizontal section to allow for passenger side egress in an emergency situation.

For more information, visit www.gamberjohnson.com.

Training helicopter

Enstrom Helicopter Corporation is pleased to introduce the newest member of its family, the TH180. Designed as a training helicopter, the TH180 is based on Enstrom's solid reputation for safety and customer support with additional focus on low operating costs and ease of learning. Designed with the student in mind, its rugged frame with robust, energy-absorbing landing gear delivers wide margins of safety during training. Also, the high inertia main rotor provides superb autorotation characteristics and, contributes to the helicopter's stability. The high inertia main rotor blades and articulated hub combine with the unblocked tail rotor to enhance controllability and maneuverability.

For more information, visit www.enstromhelicopter.com.

ALPR app

3M Public Safety announces the release of 3M Back Office Portal (PORTAL), an intuitive, web-enabled application that allows users to remotely access their entire pool of captured license plate data wherever Internet connectivity is available. PORTAL is designed to stretch the alerting and investigative functionality of an entire ALPR deployment without the need to purchase additional ALPR hardware. An officer no longer needs to be driving an ALPR-equipped cruiser in order to receive live hits. Instead, users of the new application gain direct access into their local BOSS to receive near real-time alerts from any number of deployed devices. Individual users choose the specific device(s) or hotlist(s) from which they will receive alerts. This allows for better allocation of resources. The interface displays reads and alerts, including license plate number, capturing device, time and date, and location. Location is displayed as a GPS coordinate that links directly to a map view of that read.

For more information, visit <http://go.3M.com/ALPR>.

Service and repair center for thermal imaging cameras

e2v aerospace and defense inc. (e2v a&d) is pleased to announce the opening of its new thermal imaging camera service and repair center in Milpitas, California. This new facility will provide North American customers with a fast response depot for the repair and replacement of e2v's Argus thermal imaging cameras. e2v's Argus thermal imaging cameras support the efforts of firefighters, law enforcement, search and rescue teams, and soldiers. They provide vital, immediate information under extreme conditions enabling time-critical decisions. Quick repair turnaround and return to service from e2v a&d will help maintain the readiness of these front-line responders.

For more information, visit www.e2v-us.com.

Sound systems

AmpliVox Sound Systems continues its development of new and updated products with technological advances that are extremely user-friendly. The Visionary Multimedia Lectern creates more dynamic presentations through a simple plug-and-play connection that directly displays graphics from a laptop on an integrated front panel screen, eliminating the need for projector screens in conference rooms and other small venues. Customization options have been added for several lines of lecterns, including specially designed Pinnacle lecterns for military service branches.

For more information, visit www.ampli.com.





Solution for soft and hard ballistic armor

DSM Dyneema introduces its new innovation platform: Dyneema Force Multiplier Technology. This new breakthrough innovation platform delivers products for use in soft and hard ballistic armor. Built on DSM Dyneema's Radical Innovation platform, Dyneema Force Multiplier Technology delivers products with a combination of exceptional ballistic performance that are lightweight and low profile. Depending on the protection level required for the armor application, it can provide up to 30 percent weight reduction. It provides ballistic performance combined with light weight construction and flexibility for enhanced comfort and agility for law enforcement personnel.

For more information, visit www.dsm.com.

Handgun case

CaseCruzer Universal Shooting Range 4 Pack Handgun Case is shockproof and portable. Rugged portability, theft-proof locks, and a quick-draw design make this reusable CaseCruzer the right choice even if target practice is the only ambition. The singular slot interior is designed so that it will not dislodge or collide while in transit. The handgun carrying case is also fitted with double-throw latches for safety. It can house most semi-automatic handguns that are 7 inches to 9.25 inches in overall length, with barrels up to 4 inches. Many international brands are a good fit, including FNH, Auto-Ordnance, Sig Sauer, Colt, FNS, H&K, Glock, Remington, Springfield, Beretta, Ruger, Walther, Smith & Wesson, and Steyr.

For more information, visit www.casecruzer.com.

Degausser

The Mag EraSURE ME-P3M degausser from Security Engineered Machinery (SEM) rapidly, completely, and permanently removes confidential or highly sensitive information from hard drives and other magnetic media. In approximately 15 seconds, the ME-P3M quietly erases data from longitudinal magnetic recorded (LMR) and perpendicular magnetic recorded (PMR) hard disk drives with nominal coercivity ratings of up to 5300 Oe and magnetic tapes with nominal coercivity ratings of up to 2600 Oe. It accommodates floppy disks and most desktop and notebook hard drives, including 1.8-inch, 2.5-inch, and 3.5- (1 inch and 1.6 inches high) HDDs and Rev drives, whether they are functioning or not. Accommodated tape formats include VHS, S-VHS, ½" (type 3480), DLT, LTO, QIC, DAT, 8 mm, TRAVAN, and AIT.

For more information, visit www.semshred.com.



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Allegro Industries offers the Deluxe Full Mask Storage Bag and Deluxe Helmet Storage Bag, which have a durable polyester outer shell and fleece interior that protects the mask from scratches. Protecting and storing products properly adds to the longevity of gear. A breathable PVC mesh covering, drawstring closure, and carry strap allow for easy transport. Additional features include inside and outside zippered pockets for accessory storage, a hook to hang the bag when stored, a drain hole at the base of the bag and a clear plastic window pouch for a business card or personal ID. ♦

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Predictive Policing in Action in Atlanta, Georgia

By George Turner, Police Chief, Atlanta, Georgia, Police Department; Dr. Jeff Brantingham, Professor, University of California, Los Angeles; and Dr. George Mohler, Assistant Professor, Santa Clara University, California

We pride ourselves on being a department that is not satisfied with the status quo. We are forward-looking, with a strategic view grounded in innovation. We know the PredPol technology has helped us get smarter on our fight against crime.

—Atlanta Police Chief George Turner

Policing crime patterns is hard business. Atlanta, Georgia, is no different than any other jurisdiction in this regard. Every day sees new crimes added to the database; and every day, the Atlanta police seek to use these data to not only respond to victims, but also to try to get out ahead of emerging hotspots and prevent crime in the first place. Until recently, the Atlanta Police Department (APD) followed a system for daily mission planning that combined hotspot mapping with the selective use of street-level intelligence. Beginning in July of 2013 for 90 days, the APD added predictive policing to the mix in two policing zones, targeting burglary, car theft, and robbery. Aggregate crime declined by 8 percent and 9 percent in the two zones compared to the prior 90-day period, with burglary and car thefts falling 10 to 28 percent. Aggregate crimes in the zones that did not deploy predictive policing increased from 1 to 8 percent.

On the basis of these results, the APD decided to deploy predictive policing, as developed by the Los Angeles Police Department (LAPD) and provided by PredPol, across the city.¹ The decision, though, was based on more than observed declines in crime; it was based also on a review of the science behind predictive policing and, equally important, the seamless way in which predictive policing fits within the department's day-to-day operations.

The Science behind Predictive Policing

If one can accurately predict where and when crime will occur today, then law enforcement personnel can disrupt those crimes before they happen. But predicting where and when crime will occur is no simple task.

While crime may concentrate in some of the same neighborhoods year after year, the daily variation in where and when crimes occur is often large. A neighborhood may experience multiple burglaries over the course of a year, but only one or two houses in that neighborhood may be at risk today, while tomorrow it might be two different houses on the other side of the same neighborhood.

It is very difficult to predict where crime will occur in the next 10–12 hours simply based on where it occurred recently. Extensive research has shown that short-term crime patterns are driven by interactions among (1) crime generators that are built-in features of the environment; (2) repeat and near-repeat victimization that leads previous victims and their neighbors to be at greater risk of follow-on crimes; (3) the routine activity patterns of offenders and victims that keeps risk local; and (4) substantial random noise. Each of these processes is well-known empirically,

but when put together, their relationship to the emergence, spread, and disappearance of crime hotspots over time is incredibly complex.

Using real-time data piped in from Atlanta's records management system, PredPol's methodology uses high-powered mathematics to calculate probabilities of where and when crime will occur today. The mathematics are closely related to those used to study earthquakes. Any one crime can be linked to crime generators in the environment or recent nearby crime events in the same way that an earthquake can be classified as a main shock tied to a fault in the earth or an aftershock occurring closely on the heels of a previous quake. What matters most is that the mathematics allow police to not only characterize past crime, but also use past crime to forecast with great accuracy the locations where crime will occur in the immediate future.

The mathematics also allows Atlanta police to forecast crime at a very fine scale while constantly adapting to crime patterns as they change from day to day. PredPol predictions identify 500 x 500 foot boxes that are at the greatest risk of crime in the coming shift. This is about the same area as four American football fields arranged side by side. The value of identifying such a small area is that police can zero in on a location with the greatest risk of crime today and distinguish it from nearby areas that are at significantly lower risk. Further, a location that is at low risk of crime today may be at high risk tomorrow, so patrol units see different boxes on different days depending on each area's risk level for that specific day.

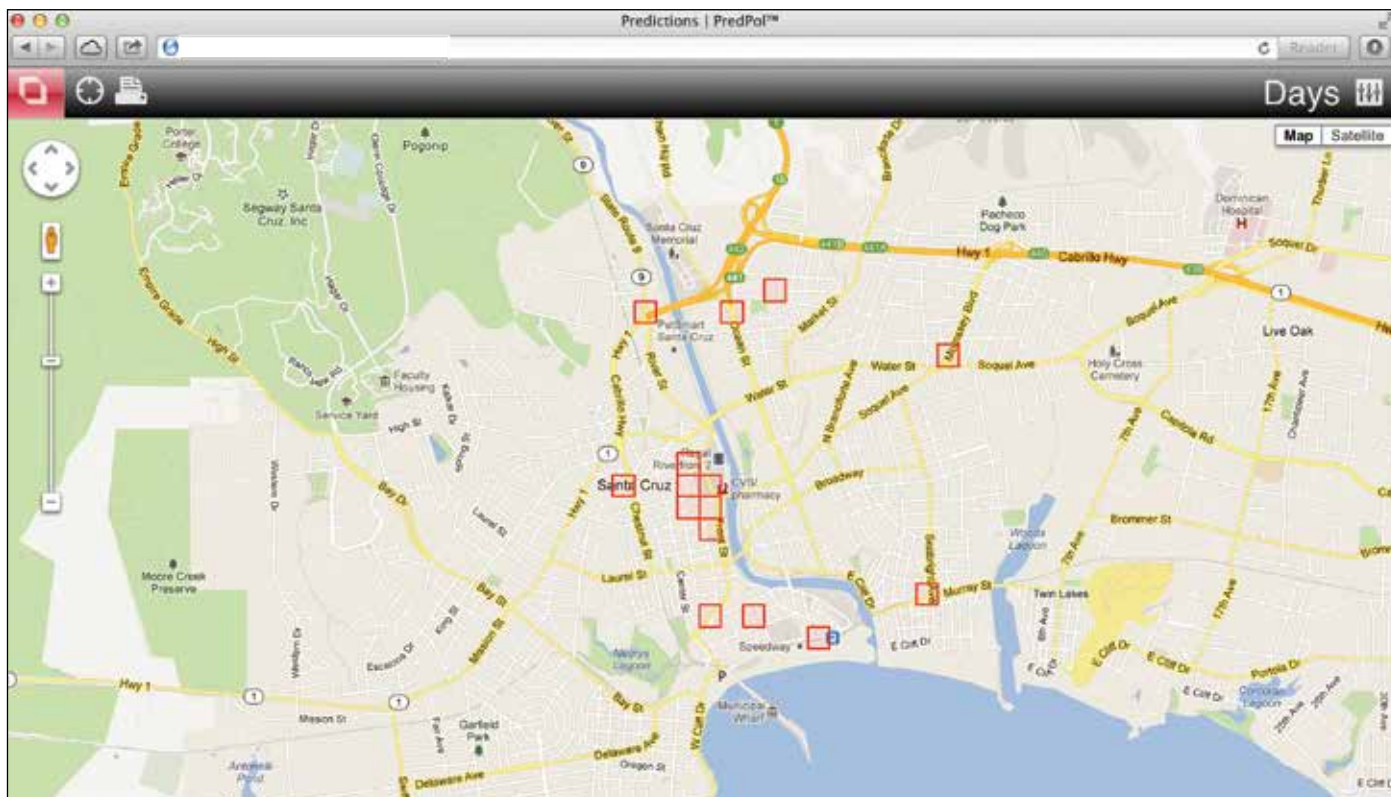
Predictive Accuracy in Atlanta

How accurate is predictive policing? To answer this question, one first needs to count how many crimes actually occurred in active prediction boxes. The second step is to take into account the percentage of the total policing area represented by active predictions. The value of predictive policing is maximized by predicting as much crime as possible in as small of an area as possible.

Atlanta deployed predictive policing in July 2013 in two urban policing zones. Zone 4 is located to the southwest of downtown Atlanta and is characterized by mostly residential and some business areas. Zone 6 is located to the east of downtown and has retail, residential, and many restaurant areas. Both zones record some of the highest volume of Part 1 crimes in the city. The focus in Zone 4 was on burglary and robbery during the day shift, vehicle crime and robbery during the evening shift, and vehicle crime during the morning shift. The focus in Zone 6 was on burglary and vehicle crime during the day and evening shift, and all Part 1 crimes in the morning (reduced to only robbery after 45 days). The total land area of Zone 4 is 31 square miles and Zone 6 is 15 square miles. In total, 21 and 18 hotspots were predicted for each shift in Zone 4 and 6 respectively.

In Atlanta, crime over the initial 90-day deployment was 24 times more likely to occur inside an active PredPol prediction box than elsewhere in the environment. This was measured by tabulating the number of crimes that occurred within each box and creating a Predictive Accuracy Index (PAI) score. The PAI is the percentage of crimes accurately predicted, normalized by the percent of the geographic area covered by the predictions. A PAI value of 1 corresponds to random chance, so a useful prediction must at least have a higher value than 1. Over the deployment period, the

Figure 1: PredPol Predictions of Hotspots



PAI value for Zone 4 was 23.7, and the Zone 6 PAI was 24.0.

Before and After Predictive Policing in Atlanta

Crime rates across all six Atlanta policing zones for the 90-day period prior to deployment in the summer of 2013 were compared with the 90-day period following deployment. As already noted, for Part 1 crimes in total, Zones 4 and 6 (the zones with predictive policing) experienced crime rate reductions of 9 percent and 8 percent, respectively. In all four of the zones where PredPol was not deployed, crime rates increased from 1 percent to 8 percent. In Zones 4 and 6, burglary rates dropped by 21 percent and 10 percent and auto theft rates dropped by 15 percent and 28 percent. Higher variance was observed in robbery rate changes due to the lower volume of robbery compared to property crime and the corresponding lower weight assigned to robbery in PredPol predictions. Robbery dropped by 34 percent in Zone 6, but increased by 31 percent in Zone 4.

Using Predictive Policing in the Field

There are no constraints on how a police department can use predictions to deter and prevent crime. They can be distributed to specialized units such as auto theft or robbery details, or they can be used by patrol officers as part of their daily routines. In Atlanta, missions were distributed at the start of each watch to patrol officers who were given the directive to police prediction boxes during their available time.

Importantly, predictive policing does not replace the knowledge, skills, or experience of an analyst or patrol officer. Predictive policing provides information on where and when crime is most likely to occur, but it does not say how or why crimes are committed or who is potentially responsible. Patrol officers operate in ways they already know, while analysts spend less valuable time on mapmaking and more time working on the challenging problems that require their expert skills. Predictions also provide timely information about the distribution of risk that works seamlessly with analyst-developed criminal intelligence and department-driven community policing.

The compelling results from the initial deployment in Zones 4 and 6 in Atlanta led to a city-wide rollout of predictive policing in November 2013. By and large, this move to make predictive policing a part of every officer's daily routine has been favorably received by the front line.

Leadership Matters

Not surprisingly, any change in policing comes with challenges. Predictive policing is easy to use, is accurate, and impacts crime, but it requires a commitment on the part of command staff, supervisors, and patrol officers to put it to

Figure 2: Street View of At-risk Area

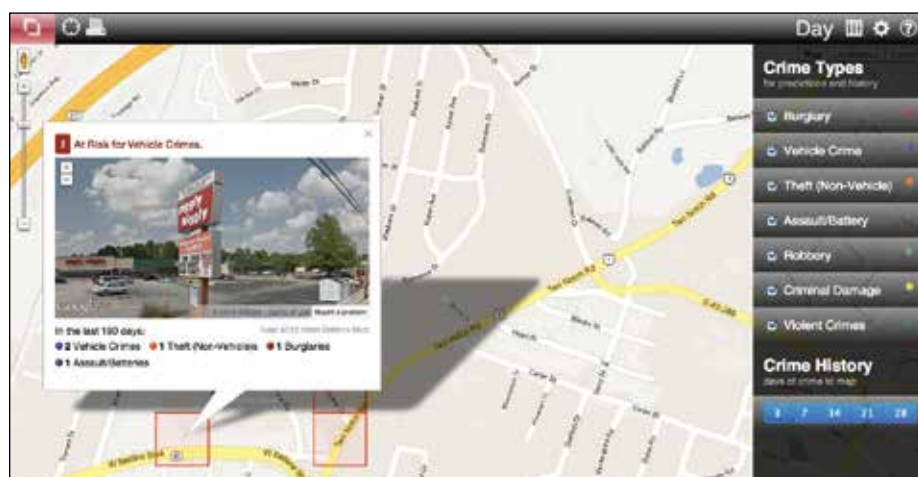
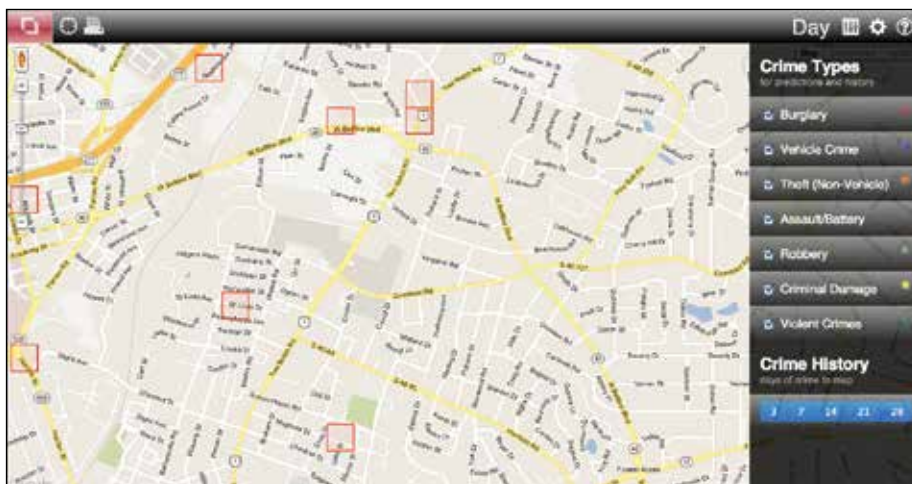


Figure 3: Predictions by Crime Type



good use. Atlanta prides itself on being a department that is not satisfied with the status quo. It is forward-looking, with a strategic view grounded in innovation. Atlanta police officers know the PredPol technology has helped them get smarter in their fight against crime.

The launch of predictive policing in Atlanta resulted from the partnership between the Atlanta Police Foundation (APF) and the APD. The Atlanta Police Foundation is a non profit, public/private partnership focused on advancing

public safety in Atlanta. In partnership with the City of Atlanta, the APD, and the business community, the APF provides research on policing best practices, strategic direction, and resources to help the APD incubate innovation, keep pace with technology, and meet strategic time-sensitive needs that help drive down crime and make Atlanta a safer city. The APF funded the initial three years of the project and are currently evaluating the results in the Technology Innovation Center where interns and professors

from local universities are using quantitative methods to ensure the success and best deployment of the system.

"Predictive policing and the Technology Innovation Center have become banner programs for the Atlanta Police Foundation and have aided in significant crime reduction and prevention in Atlanta over the past year," said Dave Wilkinson, president and CEO of the APF. "We are helping to position the Atlanta Police Department as a national leader in cutting edge, technology-based policing solutions. We recently published our annual crime report, which showed that crime in Atlanta between 2002 and 2012 decreased at nearly double the national rate—a true testament to the success of the partnership between the APF, the APD, and Atlanta's business community."²

Notes:

¹"Predictive Policing' Making LA Safer," CBS Evening News, March 2012, <http://www.cbsnews.com/video/watch/?id=7404996n> (accessed April 15, 2014).

²Dave Wilkinson (president and CEO, Atlanta Police Foundation), correspondence with author, April 2014.

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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 in providing police services to Indian Country.

International Managers of Police Academy and College Training Section

Facilitates the exchange of ideas, procedures, and specific information for the professional leadership and management of education and training within police agencies, as well as enhancing the quality of law enforcement and policing at the international level through education and training.

Law Enforcement Information Management Section

Facilitates the exchange of information among those individuals responsible for computers, records, communications or other support service-related functions.

Legal Officers Section

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

Mid-Size Agencies Section

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

Police Foundations Section

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

Police Physicians Section

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

Police Psychological Services Section

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

Public Information Officers Section

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

Public Transit Police Section

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

Railroad Police Section

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

Retired Chiefs of Police Section

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

Smaller Department Section

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

State and Provincial Police Academy Directors Section

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

State and Provincial Police Planning Officers Section

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

State and Provincial Police Alumni Section

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

University/College Police Section

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

The Importance of Developing Speed-Measurement Device Policies

By Robert Maynard, Chief, California Highway Patrol, Enforcement and Planning Division

Speeding is a significant traffic safety concern. The National Highway Traffic Safety Administration (NHTSA) reported that, in 2009, speeding was a contributing factor in 31 percent of fatal crashes, and that on average, 1,000 Americans are killed every month in speed-related crashes.¹ The 2011 NHTSA National Survey of Speeding Attitudes and Behavior found that nearly half of drivers surveyed said speeding was a problem on U.S. roads, and it was very important that something be done to reduce speeding. An overwhelming 91 percent agreed with the statement that "everyone should obey the speed limits because it's the law."² With 86 percent of total traffic fatalities in 2005 occurring on non-interstate roadways, traditional enforcement such as vehicle pacing is often impractical or imprudent, and other enforcement methods must be employed.³

Radar was first tested for vehicle speed detection in 1947 and used for enforcement by the Connecticut State Police in 1949. By the 1970s, handheld radar units were readily available to many state troopers across the United States. The 1980s saw the introduction of directional radar, and with the 1990s, came laser technology. Today, radar and lidar (laser) have become some of the most popular and effective speed-measuring technologies used throughout the United States.

Because the use of radar and lidar is widespread and has been used for so long, it seems commonplace to many in law enforcement. In the early days of radar, courtroom challenges often focused on accuracy of the underlying technology, which is a much less common concern today. However, suggestions on how to beat a radar ticket are widely available by doing a simple Internet search. Many of the defense arguments suggest questioning officer training, improper operation, improperly maintained equipment, outdated equipment certifications, and lack of field and laboratory calibration. Many of these arguments are easily countered if the law enforcement agency has sufficient policies, controls, and record keeping in place.

Officers must be properly trained to operate the speed enforcement technology they are

employing. They must know how to conduct self-checks in the field to ensure the equipment is working properly before issuing citations, and just as important, they must be able to identify when the equipment may not be working properly. All training should also include a practical exam for the officer to demonstrate proficiency. Finally, the officer must be able to competently testify to all of the above if a citation is challenged.

Speed measurement devices should be recertified according to an established schedule that is contained in the department's policies. The certification and any necessary equipment repairs should be performed only by a reputable laboratory. Any equipment outside of the established certification timeframes should not be used for any purpose. The first step, however, is to purchase only equipment that has been thoroughly tested and found to be in compliance with a uniform set of established performance specifications.

To assist agencies, the IACP Highway Safety Committee, in a cooperative agreement with NHTSA, maintains a standing subcommittee, the Enforcement Technologies Advisory Technical Subcommittee (ETATS). ETATS meets several times a year, and comprises representatives from law enforcement, the National District Attorneys Association, National Sheriffs' Association (NSA), manufacturers, and NHTSA, as well as a technical expert. Among other responsibilities, the subcommittee evaluates minimum performance specifications for radar and lidar, which are published by NHTSA and maintained by the IACP. The minimum performance specifications are intended to help ensure that speed-measuring devices are both accurate and reliable when properly operated and maintained. Rigorous testing protocols are also established for each technology. The IACP publishes a Conforming Products List (CPL) consisting of device models that have been tested and found to be in compliance with minimum performance specifications in effect at the time of testing. It is strongly recommended that law enforcement agencies use the CPL as one of their criteria when purchasing radar and lidar equipment to give agencies confidence that the devices they purchase accurately capture information.

For many people, contact with an officer during a traffic enforcement action is perhaps the only law enforcement interaction they will

ever have. Agencies must ensure that speed-measuring devices are operated by properly trained officers, that the equipment is properly certified and maintained, and that enforcement is applied properly, for the right reasons and in the right places. This, along with a comprehensive public education and outreach program, is essential to cultivate and maintain public trust. Speeding stops often lead to the detection of impaired drivers, stolen vehicles, and other criminal behaviors; thus, the trust and support of local judicial officials are also crucial.

NHTSA has developed many resources for agencies to consult when starting a speeding or general traffic safety program, including the *Model Community Speed Control Program* guide. Visit the NHTSA website www.nhtsa.gov for more information. ♦

For more information on the Conforming Products List, or to download an equipment testing request form, visit the IACP website www.theiacp.org.

Contact IACP Program Manager Sarah Horn at (703) 836-6767, extension 215.

Notes:

¹"Overview," *Traffic Safety Facts, 2009 Data*, NHTSA, DOT HS 811 392, <http://www-nrd.nhtsa.dot.gov/Pubs/811392.pdf>; "Speeding," *Traffic Safety Facts*, NHTSA, DOT HS 811 636, August 2012, <http://www-nrd.nhtsa.dot.gov/Pubs/811636.pdf>; and *Think Fast*, NHTSA March 2010, <http://www.nhtsa.gov/DOT/NHTSA/Traffic%20Injury%20Control/Articles/Associated%20Files/think.pdf> (all accessed April 8, 2014).

²Paul Schroeder, Lidia Kostyniuk, and Mary Mack, *2011 NHTSA National Survey of Speeding Attitudes and Behavior*, DOT HS 811 865 (Washington DC: December 2013), http://www.nhtsa.gov/staticfiles/communications/pdf/2011_N_Survey_of_Speeding_Attitudes_and_Behaviors_811865.pdf (accessed April 8, 2014).

³"Speeding," NHTSA, *Traffic Safety Facts*, DOT HS 810 629, <http://www-nrd.nhtsa.dot.gov/Pubs/810629.pdf> (accessed April 8, 2014).

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Page #	Page #	Page #
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Bell Helicopter Excellence in Police Aviation Award 800.THE.IACP ext.811 http://www.theiacp.org/Excellence-in-Police-Aviation.....11	IACP Annual Banquet 800.THE.IACP www.theiacpconference.org71	Priority Dispatch 800.811.0047 www.911calltaking.com13
Center for Police Leadership & Training 703.836.6767 www.theiacp.org/training 22-23	IACP Conference Housing 800.THE.IACP www.theiacpconference.org 60-61	Reeves Company, Inc. 800.452.1161 www.reevesnamepins.com.....5
Chrysler 800.999.FLEET (3533) www.fleet.chrysler.comCV2-3	IACP Conference Save-the Date 800.THE.IACP www.theiacpconference.org39	Silyn Communications 866.571.6950 www.silyncom.com.....45
Cisco Community Policing Award 800.THE.IACP www.iacpcommunitypolicing.org.....47	IACP Conference Registration 800.THE.IACP www.theiacpconference.org 58-59	Southern Police Institute 502.852.6561 www.louisville.edu/spi.....15
City of Huntington 304.696.5979 http://www.cityofhuntington.com/29	IACP Member Benefits Announcement 800.THE.IACP www.theiacp.org/benefits.....51	Target Police Officer of the Year 703-647-6829 www.iacp.org/POY7
Coplogic, Inc. 800.734.9293 www.coplogic.com.....17	IACP Merchandise 800.678.0014 ext. 103 http://shop.fullpond.com/iacp.....43	WatchGuard 800.605.6743 www.WatchGuardVideo.com.....25
Discover Policing 800.THE.IACP http://discoverpolicing.org.....41	IACP Section Membership 800.THE.IACP www.theiacp.org/sections75	WICLEIM 2014 +31 (0)73 684 2525 www.wicleim2014.com33
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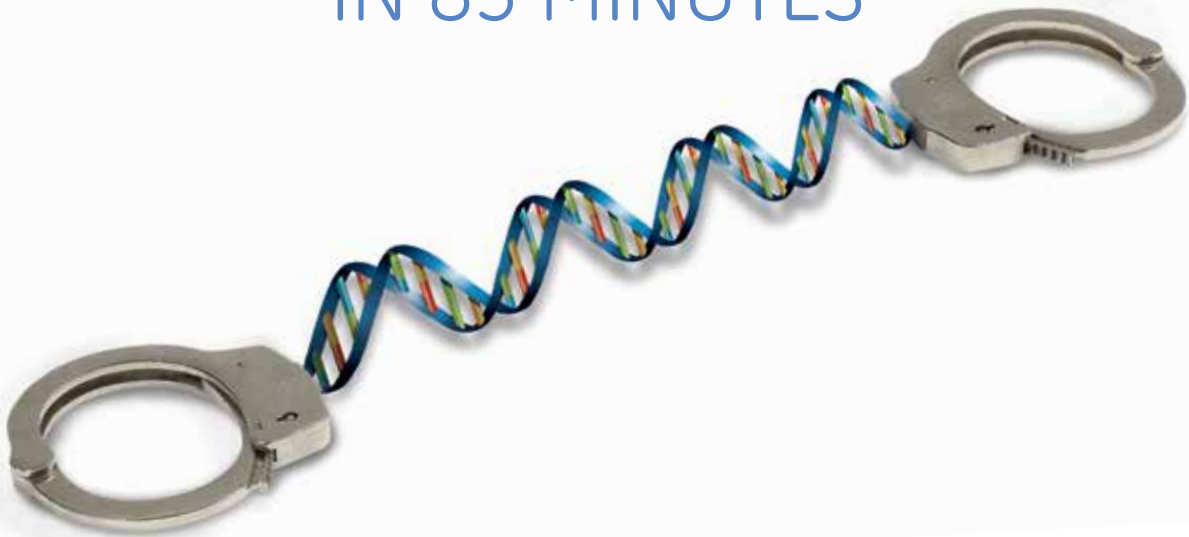
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