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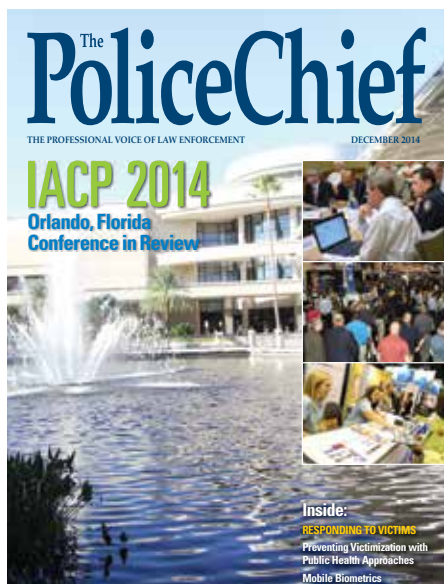


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The cover images feature events at the IACP 2014 Conference and Expo. Cover photographs by Convention Photo by Joe Orlando, Inc.

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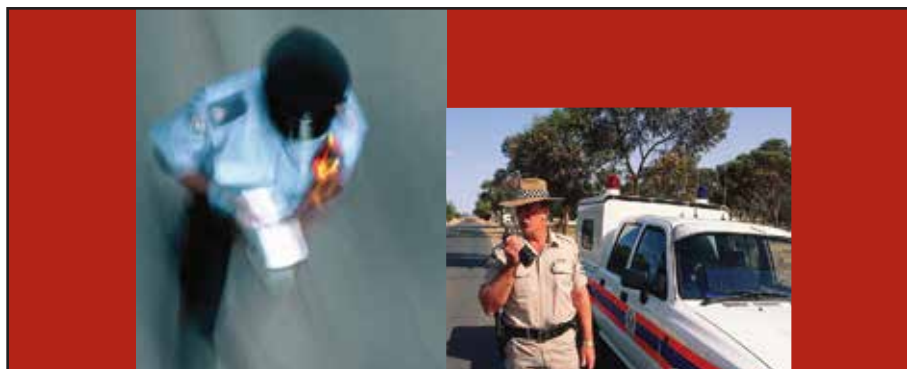
Christopher Scallon, Norfolk Police Department

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Across the globe, public and private sector organizations alike have learned that collaboration and partnerships can produce greater outcomes and services for their constituents.

Within the law enforcement and criminal justice arena, dynamic partnerships of leadership organizations can and do result in the creation of innovative, effective, and cost-efficient crime prevention efforts. Partnerships yield a wider reach with critical information, and

they can also influence more effective enforcement of laws. Successful crime prevention and response, increased public safety, and reduced fear of crime are often the results of successful working relationships.

In an effort to continue to forge relationships, the International Association of Chiefs of Police (IACP) has joined forces with the Police Foundation and European Police Office (Europol) by entering into two memoranda of understanding (MOUs) to promote enhanced cooperation and partnerships in order to further our reach and services that we provide to the law enforcement field and other components of the criminal justice system.

The Police Foundation has almost 45 years of experience in leading research and technical assistance projects focused on law enforcement policy and practice, and its mission is to advance policing through innovation and science.

The IACP has partnered in the past with the Police Foundation on different efforts, including the ground-breaking study of police use of force in 1994; the co-leadership of the National Law Enforcement Partnership for the Prevention of Gun Violence; and, most recently, the Near Miss Reporting System and the Evidence-Based Policing App that was launched at the IACP Annual Conference and Expo in Orlando, Florida.

Through the MOU with the Police Foundation, we will enhance our dialogue and increase

Within the law enforcement and criminal justice arena, dynamic partnerships of leadership organizations can and do result in the creation of innovative, effective, and cost-efficient crime prevention efforts.

our partnership on a wide range of important initiatives. The IACP-Police Foundation partnership will provide the law enforcement community with unparalleled and ground-breaking research efforts designed to enhance the effectiveness of policing and criminal justice agencies throughout the world.

Europol is the European Union's (EU's) law enforcement agency whose main goal is to help achieve a safer Europe for the benefit of all EU citizens. Europol assists the European Union's Member States in their fight against serious international crime and terrorism.

Europol and the IACP have collaborated in the past for events such as the European Police Chiefs Convention and the IACP Annual Conference, where the two organizations have engaged with the intent to increase international cooperation in law enforcement.

The threat landscape faced by Europe, the United States, and the international law enforcement community is very similar and the enhancement of the relationship between IACP and Europol will result in a better understanding and a more effective approach to combating the common threats posed by international organized crime and terrorism and lead to greater safety and security for citizens and communities worldwide.

The IACP looks forward to increasing the level of collaboration and cooperation between the IACP and the Police Foundation and Europol. It is our hope that, through mutual assistance, support, and joint activities, we can enhance the quality of service we offer our members and strengthen the ability of law enforcement to protect citizens from global threats. ♦



***Richard Beary, Chief of Police,
University of Central Florida Police
Department, Orlando, Florida***

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about IACP President Richard
Beary and the other IACP
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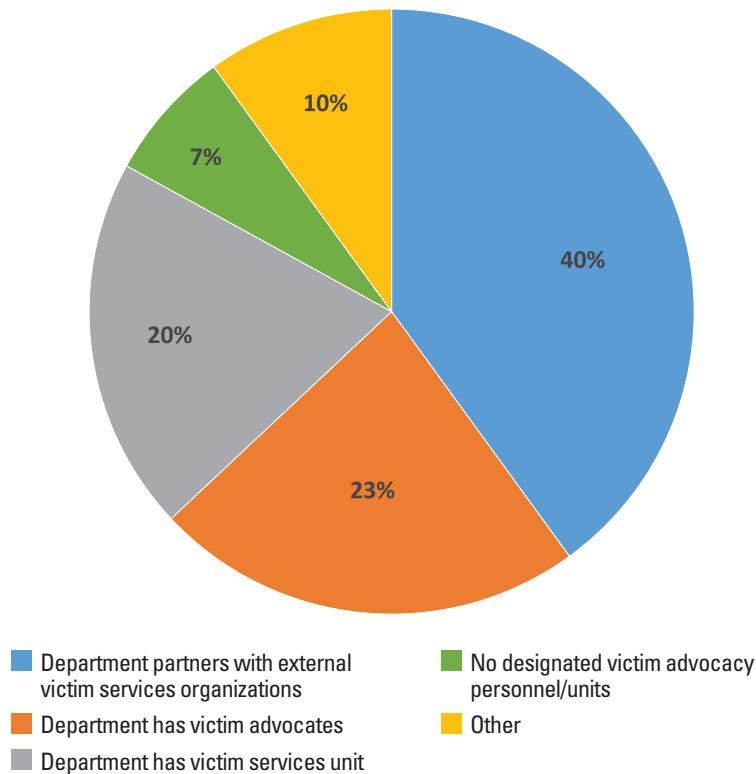
THE DISPATCH

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

In October, *Police Chief* asked if readers' agencies had a designated victim advocate or a victim services unit. Here's what you told us.

Types of designated victim advocate or victim services units:



FROM OUR READERS

We thank you for your focus on mental health and policing in the September issue [Mental Health's Impact on Policing]. Last March, [the Mental Health Commission of Canada and the Canadian Association of Chiefs of Police] brought together over 300 leaders from mental health and policing communities to discuss promising practices to improve police interactions with people living with mental health problems and illnesses. The report from our conference adds further insight into the issues and can be accessed here: <http://bit.ly/1oeAkiw>.

— Louise Bradley, President and CEO of the Mental Health Commission of Canada; and Chief Clive Weighill, President, Canadian Association of Chiefs of Police

Thanks for sharing this resource!

READERS: IACP also has a number of resources and reports on police responses to persons with mental health issues. Search "mental health" at www.iacp.org.

—The Editor



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 do you consider the biggest threat to U.S. homeland security?

Visit www.policchiefmagazine.org to tell us what you think and look for the results in the February 2015 issue of *Police Chief*!

Please take the opportunity to contact us and share your ideas and insight on policing in your community.

Seasons Greetings

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to Our
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A Look at the 114th U.S. Congress

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



The midterm elections brought a major shift in power, as Republicans seized control of the U.S. Senate, giving them control of both bodies of Congress. Republicans gained at least 8 Senate seats, creating a 53-46 Republican majority. The two independent senators will caucus with the Democrats. A Louisiana Senate seat has yet to be filled, and the successful candidate will be determined by a December 2014 run-off. In the U.S. House of Representatives (House), Republicans expanded their majority and now control at least 244 seats in the 435-seat chamber.

Mitch McConnell (R-KY) and Harry Reid (D-NV) will remain leaders of their respective parties in the Senate, with McConnell now the Majority Leader and Reid serving as Minority Leader. John Boehner (R-OH) was elected to a third term as Speaker of the House, and Kevin McCarthy (R-CA) was reelected as House Majority Leader. House Democrats reelected Nancy Pelosi (D-CA) to serve as Minority Leader, Steny H. Hoyer (D-MD) to serve as Minority Whip, and James E. Clyburn (D-SC) to serve as Assistant Leader.

The elections brought some change in committee leadership in both the House and the Senate. Outlined below is a list of committees the IACP interacts with most frequently and their leadership in the 114th U.S. Congress.

U.S. Senate

Appropriations Committee: Senator Thad Cochran (R-MS) will chair the committee in the

114th Congress, with Senator Barbara A. Mikulski (D-MD) serving as the ranking member.

Judiciary Committee: Senators Chuck Grassley (R-IA) and Patrick Leahy (D-VT) will reverse roles on the Judiciary Committee next year. Leahy, current Judiciary Chairman, will become the ranking member when Republicans take control of the chamber for the next Congress, and Grassley will become the chairman.

Homeland Security and Governmental Affairs Committee: Current ranking member Tom Coburn (R-OK) is retiring, making way for a new committee chair. Senator Ron Johnson (R-WI) will likely assume the position of chair of the committee, and Senator Tom Carper (D-DE) will serve as ranking member.

U.S. of Representatives

Appropriations Committee: Representative Harold Rogers (R-KY) will maintain his position as chairman, and Representative Nita Lowey (D-NY) will keep her position as ranking member.

Homeland Security Committee: Representative Michael McCaul (R-TX) will remain chairman of the committee, and Representative

Bennie Thompson (D-MS) will continue to serve as ranking member.

Judiciary Committee: Representative Bob Goodlatte (R-VA) will become the new committee chair, and Representative John Conyers (D-MI) will remain the ranking member of the committee.

President Obama Nominates Loretta Lynch for Attorney General

On November 8, 2014, President Obama nominated Loretta Lynch for the position of U.S. Attorney General. If confirmed, Lynch will replace Eric Holder, who, in September 2014, announced his plans to step down from the role. Lynch is a two-time U.S. Attorney for the Eastern District of New York who has already been confirmed twice by the Senate, in 2000 and 2010. Senate consideration of the nomination of Loretta Lynch to be the next attorney general will likely occur after the 114th U.S. Congress is sworn in 2015, as opposed to during the "lame-duck" session of the current 113th Congress. ♦

The International Association of Chiefs of Police encourages our members to stay up to date and informed on the legislation and issues related to law enforcement. Visit the following pages on IACP's website for more information on the association's legislative priorities and tips for identifying and contacting your representatives in the U.S. Congress:

- » IACP's Legislative Agenda
www.theiacp.org/IACP-Legislative-Agenda
- » Current U.S. House and Senate Schedule
<http://stage.capwiz.com/theiacp/home>
- » Search Tool to Identify Elected U.S. Officials
<http://stage.capwiz.com/theiacp/dbq/officials>
- » Tips for Communicating with Elected U.S. Officials
<http://stage.capwiz.com/theiacp/issues/basics/?style=comm>
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Saving Lives with SABA: The Value of Training Officers in Immediate Traumatic Wound Treatment

*By David Flory, NREMT-P, TP-C,
Police Chief, Hot Springs, Arkansas*

The danger facing those in the law enforcement profession is a well-known concept to all police officers. In the past 10 years, more than 1,500 U.S. officers have been killed in the line of duty, and countless injuries have been sustained as a result of close contact with perpetrators and various on-the-job accidents.¹ Despite the valiant efforts of many stakeholders within U.S. law enforcement at federal, tribal, state, or local levels, the number of officers killed or seriously injured is unacceptable and may be preventable.

U.S. law enforcement is better trained and better equipped now than it has ever been, yet officers continue to grieve regularly over the loss of fallen brethren. One effort that crosses all boundaries related to policy development, enhanced training, and new equipment and that has shown significant positive outcomes in saving the lives of police officers is Street Survival: Casualty Care or Self-Aid/Buddy-Aid (SABA). SABA and its related use of tactics, medical adjuncts, and other nuances is a robust training concept borrowed from the U.S. military community for use by law enforcement. Originally based on the military's Tactical Combat Casualty Care (TCCC) training program, the current SABA programs being taught around the United States have been altered to better meet the needs of law enforcement in terms of injury patterns and rules of engagement. This new curriculum can be located within the published guidelines of the Tactical Emergency Casualty Care (TECC) Program.² Many similarities exist between the two programs, which were both designed to reduce fatalities that result from traumatic injuries.

Many of the lessons learned from the battlefields have shown that injury mitigation, specifically extremity wound hemorrhage control, has proven beneficial when administered directly at the point of wounding. Empirical data from years of information gathering show that the *immediate* treatment of gunshot wounds and other penetrating trauma from high-velocity

projectiles and shrapnel from improvised explosive devices (IEDs) exponentially increases the survival rates of the victims.³

Similar evidence, albeit predominantly anecdotal, is revealing itself regarding similar life-threatening injuries inflicted upon law enforcement around the United States. In the state of Texas, from January 31, 2014, to June 1, 2014, seven police officers were saved by the use of a tourniquet after being shot and faced with severe extremity wound bleeding or potential wound exsanguination.⁴ The law enforcement community in Texas has adopted the SABA concept with such vigor that agencies seeking accreditation through the Texas Police Chiefs Association must train all officers within each department in the use of tourniquets and other survival techniques before accreditation will be granted. The Texas Tactical Police Officers Association (TTPOA), one of the largest SWAT/tactical officers associations in the United States, encourages SABA techniques to be integrated into most of its training blocks. The Advanced Law Enforcement Rapid Response Training (ALERRT), which has been adopted by the Bureau of Justice Assistance as the model for active shooter/rapid response training, also stresses SABA training as part of many of its training modules. Similarly, numerous U.S. states have recently created standing SABA training programs, and, as a result, many other instances of officer "saves" have been documented. The use of tourniquets to treat extremity wounds is significantly improving the outcomes of traumatic injuries to law enforcement officers.

In April 2012, in the highly publicized shootout in Watertown, Massachusetts, between the Boston Bombing suspects, Tamerlan Tsarnaev and his brother, Dzhokhar Tsarnaev, and Massachusetts Bay Transportation Authority (MBTA) officer, Richard "Dic" Donohue, Officer Donohue received a gunshot wound high on his leg in a location not amenable to tourniquet use. However, because the basic tenants of SABA programs also stress the use of direct pressure for hemorrhage control, the police officers and emergency medical technicians who

treated Officer Donohue were able to save his life by utilizing this pressure technique. Despite losing nearly all of his total blood volume and remaining in traumatic cardiac arrest for 45 minutes, Officer Donohue survived, in part because of SABA.⁵

As a result of the success experienced in the military model of injury mitigation, as well as those achievements realized in U.S. law enforcement circles, it stands to reason that the civilian use of SABA techniques is making its own story. During the Boston Marathon bombings incident, several makeshift tourniquets were used to save the lives of civilians injured by the explosions. The cases were well documented and were seen in real-time on news broadcasts. Subsequently, many of the victims who survived and have been interviewed, credit the use of tourniquets as having saved their lives from potential exsanguination.

Police agencies across the United States that are trained and equipped in the use of tourniquets are being credited with saving the life of someone who was suffering a severe extremity wound from gunshots, vehicle accidents, or other circumstances. Officer Shawn Lowery of the Hot Springs, Arkansas, Police Department was awarded the Arkansas Association of Chiefs of Police Officer of the Year award in September 2014, for using a tourniquet to save the life of a young man involved in a shooting that occurred during a drug transaction between the young man and three others. The victim suffered a gunshot wound in his upper leg, and trauma surgeons who treated the young man confirmed that the quick actions of Officer Lowery in applying a tourniquet prevented the young man from bleeding to death.⁶ Other police agencies across the United States are reporting civilian "saves" with tourniquets. Since implementation of a SABA program in January of 2013, the Tucson, Arizona, Police Department has saved the life of over 50 civilians.⁷

Despite widespread success, it was not until recently that modern medical professionals embraced the use of tourniquets as a viable mitigation technique for major extremity blood loss. It took several years of research, battlefield

The specific details that a law enforcement administrator should consider and carefully examine include the determination of which particular piece of equipment or medical adjunct should be purchased and what type of a training program should be implemented.

testing, and the re-design and manufacture of commercially made tourniquets for acceptance to occur. Now, numerous emergency room physicians and trauma surgeons recommend the carrying and use of tourniquets by EMS providers, as well as law enforcement professionals.

One reason for the seemingly cautious transition to the systemic, institutional use of tourniquets within the EMS and law enforcement culture has been the traditional view that tourniquets are dangerous. In the mid-1970s when para-medicine was first being introduced and utilized within the EMS culture in the United States, tourniquets were in widespread use. However, tourniquets used during the 1970s were much more likely to cause serious, possibly permanent, tissue or nerve damage due to the design. The design of those tourniquets was significantly different from that of current versions, and the training provided for their use was inadequate. The deficiency in training and the lack of protocol regarding their use often resulted in negative consequences. The prevailing thought was to allow paramedics to use this more “technical” equipment since the level of training required to become a paramedic was much higher than that of a basic emergency medical technician (EMT). As such, the increased risk associated with the use of advanced equipment was worth the outcome of better patient care. Much has changed in the last 40 years, though, including the design of tourniquets.

With all of the aforementioned information, law enforcement executives are now embracing the TCCC- or TECC-based SABA doctrine and predictions are that it will become systemic throughout all aspects of law enforcement in just a few years.⁸ Agency leaders are purchasing, equipping, and training officers at a rigorous pace. However, as with all newly issued equipment and training programs, law enforcement decision makers should perform their due diligence on the front end, prior to deployment into the field. The specific details that a law enforcement administrator should consider and carefully examine include the determination of which particular piece of equipment or medical adjunct should be purchased and what type of a training program should be implemented. Law enforcement executives are encouraged to consult with local EMS providers, medical directors, emergency room physicians, and trauma surgeons before full implementation of a SABA program. Training can be provided by these medical professionals, as well as local paramedics, specifically those trained in tactical emergency medical support (TEMS).

Most SABA programs incorporate the following primary tactics that are stressed in both

TCCC and TECC guidelines:

- Superior firepower;
- Getting off the “X” and to a viable position of cover or concealment;
- Treating life-threatening bleeding first, giving strong consideration to the use of a tourniquet.⁹

These are all concepts that should be covered in a comprehensive SABA training block. Most training programs can cover these basic tenants and the use of tourniquets in four to eight hours, depending on the amount of time dedicated to hands-on practical exercises. However, agency leaders should determine the amount of time necessary for their officers to gain and retain this skill. Agency executives should also familiarize themselves with the military TCCC or TECC guidelines for recommendations on the specific equipment and suggested use protocols.

Law enforcement officers are being assaulted, injured, and killed at alarming rates, with many deaths stemming from traumatic injuries. Agency heads have the responsibility to their officers to determine ways to reduce those injuries and the resulting fatalities. The medical model of trauma management for the U.S. military has existed for hundreds of years, and many military personnel have been saved based on the skills and use of the equipment mentioned in this article. Now, law enforcement agencies are recognizing that the same skills can be used to reduce officer injuries and deaths. With the proper training, SABA is a valuable skill that can and is helping ensure law enforcement officers come home to their families. ♦

Notes:

¹National Law Enforcement Officers Memorial Fund, “Deaths, Assaults, and Injuries,” Facts and Figures, www.nleomf.org/facts/officer-fatalities-data/daifacts.html (accessed November 4, 2014).

²David W. Callaway et al., “Tactical Emergency Casualty Care (TECC) Guidelines for the Provision of Prehospital Trauma Care in High-Threat Environments,” *Journal of Special Operations Medicine* 11, no. 3 (Summer/Fall 2011), <http://www.nfpa.org/~media/Files/Research/Resource%20links/First%20responders/Urban%20Fire%20Forum/UFF%20TECC.pdf> (accessed November 4, 2014).

³Brian J. Eastridge, et al., “Trauma System Development in a Theater of War: Experiences from Operation Iraqi Freedom and Operation Enduring Freedom,” *The Journal of Trauma* 61 (December 2006): 1366–1373.

⁴Miranda Leah, “Quick-Thinking Heroic Actions Saved Wounded Officers,” *KrisTV*, March 21, 2014, <http://www.kristv.com/news/quick-thinking-heroic-actions-saved-wounded-officers> (accessed November 12, 2014); Jennifer Loesch, “Chief Thanks Officers

for ‘A Job Well Done’ at Awards Ceremony,” *Lubbock Avalanche-Journal*, February 14, 2014, <http://lubbockonline.com/filed-online/2014-02-14/chief-thanks-officers-job-well-done-awards-ceremony#.VGOgGJl0x10> (accessed November 12, 2014); Angela K. Brown, “Veteran Arlington Officer Injured Serving Warrants in Saginaw,” *NBCDFW.com*, July 23, 2013, <http://www.nbcdfw.com/news/local/Arlington-Officer-Injured-Serving-Warrants-in-Saginaw-216638951.html> (accessed November 12, 2014); Tristan Hallman, “New Medical Kit May Have Helped Save Injured Dallas Officer,” *Dallas Morning News*, February 19, 2014, <http://www.dallasnews.com/news/crime/headlines/20140218-new-medical-kit-may-have-helped-save-injured-dallas-officer.ece> (accessed November 12, 2014); WFAA Staff, “Fort Worth Police Say First Aid Kit Upgrade Saves Lives,” *WFAA.com*, July 24, 2013, <http://www.wfaa.com/story/news/local/tarrant-county/2014/08/19/14073286> (accessed November 12, 2013); Yvonne Smith, “Fort Worth Officer Shot, Suspect Killed,” *MyFoxdfw.com*, April 24, 2013, <http://www.myfoxdfw.com/story/22064652/fort-worth-officer-shot-suspect-killed> (accessed November 12, 2014).

⁵Erin Ailworth, “MBTA Officer’s Family Distraught But Proud,” *The Boston Globe*, April 22, 2013, <http://www.bostonglobe.com/metro/2013/04/21/condition-wounded-mbta-officer-improves/TgJ7lDw3wnx1sW7JQsuYfO/story.html> (accessed November 11, 2014).

⁶City of Hot Springs, “Awards and Honors,” www.cityhs.net/550/4016/Awards-and-Honors (accessed November 4, 2014).

⁷Michael Johnson, NREMT, “Integration of Tactical Emergency Casualty Care (TECC) Medical Training and Equipment into a Midsize to Large Metropolitan Police Department: The Tucson, Arizona, Police Department” (presentation, IACP 2014 Annual Conference, Orlando, Florida, October 27, 2014).

⁸Alex Eastman (trauma surgeon, SWAT physician, Dallas, TX, Police Department, and member, IACP Physicians Section), conversation with author, 2014.

⁹Texas Tactical Police Officers Association, *Self-Aid/Buddy-Aid Program instructor manual*.

IACP’s Center for Officer Safety and Wellness focuses on all aspects of an officer’s safety, health, and wellness, both on and off the job. Topics covered by the Center range from mandatory vest and seatbelt wear polices to nutrition recommendations and wise financial decision making. Visit it at www.theiacp.org/centerforofficersafetyandwellness.

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.

Incorporating Social Network Analysis into Policing

By Dr. Andrew Fox and Dr. Kenneth Novak, University of Missouri—Kansas City; Joe McHale, Captain, and Andries Zylstra, Detective, Kansas City, Missouri, Police Department

The Kansas City, Missouri, Police Department (KCPD) and the University of Missouri—Kansas City (UMKC) established a partnership to expand the capacity around problem-oriented policing, specifically through the incorporation and institutionalization of social network analysis (SNA). KCPD comprises roughly 1,400 sworn officers and 700 civilians and serves over 450,000 residents.

In early 2012, policy makers set out to implement *focused deterrence*, a widely recognized problem-oriented policing strategy for lowering violent crime rates in other large cities.¹ While there are many elements to focused deterrence, this brief specifically focuses on the incorporation of SNA into KCPD operations. While SNA was initially a tool used exclusively for the focused deterrence approach, it has expanded to many other areas.

Using Social Network Analysis to Identify Offenders

The university research team was given space to work in the prosecutor's office, colocated with project staff. In focused deterrence, the deterrent effect of the message works only if it is communicated to the right people—the most violent offenders and associates who have some influence with them. To determine how to target the message, the team (1) identified the most violent individuals in a group audit, and (2) performed a social network analysis. One product of SNA is a sociogram, which is a graphical representation of relationships between social actors, be they individuals, groups, or agencies.

The December 2013 audit data, together with official police data, gave KCPD its first real glimpse of the groups it needed to target. They found that Kansas City had an estimated 61 formal and informal groups with approximately 900 active group members. The next step in the process was to take the information from the group audits and translate that into

actionable intelligence. Dr. Andrew Fox from UMKC trained two full-time crime analysts in the methodological foundations behind building social networks using law enforcement data. The analysts learned the implications of going back multiple years and expanding a network out by one, two, or more steps. Additionally, the analysts layered-in descriptive information, such as whether or not the person had a warrant or if the person was on probation or parole. Finally, the analysts were taught how to determine a person's centrality to the network. Not all people occupy the same position in social networks; that is, some are more central than others. Focusing scarce law enforcement resources on those who have high centrality gives law enforcement the best chance of impacting criminal networks. This training encourages sustainability of the innovation by providing the police department with the means to conduct actionable analyses focused on violent crime prevention.

Social networks are one of the key intelligence products that focused deterrence and the use of SNA has expanded to other areas. Specifically, over the past year, sociograms were estimated for every homicide investigated by KCPD, for both victims and suspects. Identification of the social structure around a homicide allows investigators to understand the dynamics involved with the incident. Sociograms are built at the request of patrol officers when the officer knows of a group of individuals who are causing problems in an area.

Impact, Challenges, and Translating to Other Jurisdictions

One significant indicator of the relevance of SNA is enhanced intelligence gathering by street-level officers. Paperwork can be time-consuming, especially when an officer does not see the direct benefit of the task. KCPD has started educating officers on SNA and explaining that field interview forms can be used to create sociograms of high-risk individuals. As a result, the number of field interview forms completed has increased by over 35 percent. Creating this feedback process with patrol officers facilitates street-level buy-in and creates better intelligence, resulting in more efficient policing and effective crime prevention. Further, this increase in data quality gives officers and

detectives a road map to proactively target those who are causing problems. Additionally, this incorporation of research enhances public safety. Homicides in Kansas City during the first half of 2014 were encouragingly low (down 30 percent from the previous four years), and the researchers are optimistic that this trend will continue.

The challenges faced by the project team were many—computer systems that did not “talk,” units that did not communicate, and processes that had to be developed. The challenges often included doors being closed to “protect investigations” rather than to prevent violence. Education of key stakeholders has been critical and difficult to accomplish; however, deliberate and sustained efforts have developed over the past several years to mitigate these challenges as they arise.

This project has been unique because the KCPD was trained to create its own social networks using free software. The ability to use Pajek, a free software package built to network a large number of nodes, means KCPD does not have to rely on software companies. Training helped officers understand that the quality of information they put into the system would have an impact on the quality of intelligence product they received on the other end.

Action Items

- Identify the weakness of the department's relational data so that the data can be improved.
- Commit to hiring crime analysts who can manage large, complex data sets.
- Understand networks. Being at the center of a network does not mean arrest is appropriate. It may take many different levers to address a violent crime network compared to, for example, a property crime network.
- Train and communicate goals across the department to facilitate cooperation, enhance buy-in, and encourage sustainability. ♦

Note:

¹Anthony Braga and David L. Weisburd, “The Effects of ‘Pulling Levers’ Focused Deterrence Strategies on Crime,” *The Campbell Collaboration Library of Systematic Reviews* 8, no. 6 (March 4, 2012), http://www.campbellcollaboration.org/lib/download/1918/Braga_Pulling_Levers_Review.pdf (accessed November 13, 2014).



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Police Officers on the Front Line as Mental Health Workers

By Victoria N. Pearson, General Counsel, Richmond, Virginia, Police Department

Almost every day across the United States, there is a news story about someone who has taken his or her life or the life of another. On many occasions, it is determined that the person had some form of mental illness. It also has been reported that half of all those killed during encounters with the police every year in the United States have mental illnesses.¹

In 2013, Virginia State Senator Creigh Deeds's son was diagnosed with bipolar disorder and became delusional. Fearing that he would commit suicide, people contacted the police and an emergency custody order was issued. Because of the lack of open bed space in the region, Senator Deeds's son was not placed in a psychiatric hospital for evaluation. Rather, he was sent home, where he later stabbed his father and then took his own life.

According to the National Alliance on Mental Illness, about 6 percent of the U.S. population, or 1 in 17 people, have a mental illness. Across the United States, prisons and jails now house 10 times more individuals with mental illness than state psychiatric hospitals.²

Unfortunately, in some cases, a law enforcement officer will be the first person who comes in contact with a person with mental illness. Whether it is because a family member calls 9-1-1 for assistance at home or a business owner calls 9-1-1 about someone "making trouble" at their establishment, police officers are being put in the precarious position on the front line as mental health workers.

This has led police departments to rethink their training strategies as they pertain to encounters with people with mental illnesses. Departments have to ask, "How do you tell the difference between someone who needs to be taken to jail and someone who needs to be taken to the hospital?"

As prior lawsuits against departments have indicated, an ounce of training is worth a pound of liability prevention. One of the ways agencies have addressed mental health training needs is through Crisis Intervention Team (CIT) training. The CIT model was created more than 25 years ago in Memphis, Tennessee, after the fatal shooting by police officers of a knife-wielding man who had mental health issues. CIT training helps law enforcement officers recognize and understand mental illness, teaches them how to better assist individuals in crisis, and provides information about available resources.

Legal Grounds

The importance and need for departmental CIT training was brought to light 10 years ago in the case of *Herrera v. Las Vegas Metropolitan Police Department*. The case involved four officers and a supervisor who responded to the home of David Herrera, a man diagnosed with severe mental illness, at the request of his mother to have him taken to a hospital.³

Upon arrival to the home, the officers were advised of Herrera's mental illness and Herrera's mother provided them with a key to the home to gain entry. But when the officers tried to enter the home, Herrera repeatedly locked the door. The officers kicked in the door and encountered Herrera holding a knife. Various stun techniques were used on Herrera as the officers

tried to knock the knife from his hand. The officers repeatedly ordered Herrera to drop the knife, but he refused. Herrera told the officers they would have to kill him. The officers stated Herrera, still holding the knife, moved toward them, and one of the officers fatally shot Herrera.⁴

The court found the evidence that the officers were inadequately trained in dealing with persons with mental illness and in using impact projectiles, sufficient to survive summary judgment. Further, the court found persuasive expert testimony that "officers should have known that the manner in which they approached the Decedent would escalate the confrontation."⁵ According to expert testimony, "the officers' treatment of the situation, combined with their statements that a mentally ill individual should be treated as any other person, regardless of the situation, indicate[d] that the police department's training dealing with the mentally ill f[ell] well below the reasonable standard of contemporary care."⁶

The lesson to be learned from *Herrera* was clear. Any agency that does not train its personnel in how to properly handle incidents involving persons with mental illness may be found liable for deficient training. All law enforcement officers should be aware of the available options that are appropriate for handling an encounter with an individual with mental illness. Each confrontation is different, so it is important for an officer to be knowledgeable in dealing with a range of situations and individuals.

Proactive Approach

Currently, only 10 percent of police departments across the United States require CIT training.⁷ Nonetheless, in 2013, recognizing the importance of dealing appropriately with people who have mental and emotional illnesses, Richmond, Virginia, Police Chief Ray Tarasovic took a proactive approach and made CIT training mandatory for all department personnel—sworn and civilian.

Chief Tarasovic found CIT training beneficial for all department personnel because of their responsibilities as representatives to the public. "Whether it's the irate individual our administrative support staff must speak with over the phone or the distressed individual threatening suicide by cop, all of my people need to be made aware that these situations can and will arise and they must be provided the necessary resources to respond appropriately," Chief Tarasovic said.⁸

The Richmond Police Department has successfully leveraged both the state funding and regional partners to help defray some of the costs involved with a department-wide approach to training. Last year, then-Virginia Attorney General Ken Cuccinelli provided 23 state agencies with grant funding for training to help law enforcement better respond to crisis situations involving individuals with mental illness. The Richmond Police Department also benefited from a collaborative effort with the Richmond Behavioral Health Authority (RBHA), receiving more than \$190,000 for CIT training.

Richmond Police Department personnel receive 40 hours of training regarding mental illness and the proper handling of situations in which they come in contact with the public. For sworn officers, such training takes place upon hire, as well as throughout their career during state-mandated, in-service training. Police recruits receive two training sessions (a total of 12 hours) upon hire prior to any work in the field.

CIT training helps law enforcement officers recognize and understand mental illness, teaches them how to better assist individuals in crisis, and provides information about available resources.

All CIT training for Richmond officers is conducted by certified instructors from the department, local jurisdictions, and the RBHA. The training provides the agency's employees with an overview of the indicators of mental illness, as well as a framework for dealing with incidents in which they come in contact with persons who exhibit one or more signs of mental illness.

Taking it a step further, the Richmond Police Department is one of the partnering agencies in the establishment of a new multijurisdictional Crisis Triage Center (CTC) at HCA Virginia's Tucker Pavilion at Chippenham Hospital, combining medical, psychiatric, law enforcement, and emergency mental health resources in a one-stop shop. The CTC is designed to serve individuals that police officers have brought in on an emergency custody order.

The CTC directs people experiencing a mental health crisis to appropriate treatment in a medical environment, instead of unnecessary incarceration, which also allows officers

to return to their patrols and assignments in a more timely and efficient manner.

While CIT or related training may be costly for some departments, it is important to recognize that departments and the community may pay an even higher price in liability and undesired outcomes if it is proven a department and its personnel are deficient in necessary training for dealing with persons with mental illness. ♦

Notes:

¹"Cops Don't Know How to Deal with Mental Illness, and It's a Huge Problem," Salon, 2014, http://www.salon.com/chromeo/article/cops_dont_know_how_to_deal_with_mental_illness_and_thats_a_huge_problem (accessed November 4, 2014).

²Treatment Advocacy Center, "How Many Individuals with Serious Mental Illness Are in Jails and Prisons? – Background," Consequences of Non-Treatment, <http://treatmentadvocacycenter.org/problem/consequences-of-non-treatment/2580> (accessed November 4, 2014).

³Herrera v. Las Vegas Metropolitan Police Department, 298 F. Supp 2d 1043 (2004).

⁴Id.

⁵Id. at 1052.

⁶Id. at 1052-1053.

⁷International Association of Chiefs of Police (IACP), "Law Enforcement Interactions with Individuals with Mental Illness: Officer Safety Considerations," *Official Blog of the IACP*, May 6, 2014, <http://theiacpblog.org/2014/05/06/law-enforcement-interactions-with-individuals-with-mental-illness-officer-safety-considerations> (accessed on November 4, 2014).

⁸Ray Tarasovic (police chief, Richmond, VA, Police Department), internal meeting, 2013.

IACP's resources for law enforcement response to persons with mental illness include *Improving Officer Response to Persons with Mental Illness and Other Disabilities: A Guide for Law Enforcement*,⁸ which can be found at www.theiacp.org/responsetomentalill, and a Model Policy titled "Responding to Persons Affected by Mental Illness or in Crisis," which can be purchased at www.theiacp.org/Model-Policies-for-Policing.

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ADVANCES & APPLICATIONS

Where do 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.

SceneDoc Celebrates Brentwood Police Department's Mission to Reduce Costs

SceneDoc Inc., announces the implementation of their leading field documentation software, SceneDoc, at the Brentwood Police Department in Tennessee.

Brentwood's Criminal Investigation Division has now moved into the second implementation phase on production servers. Officers will leverage the power found in the SceneDoc platform to document crime scenes and use the investigative-based tools inherent in the mobile software. Brentwood is the most recent organization in a rapidly expanding customer base to begin leveraging the power and mobility wrapped within the flexible SceneDoc platform.

"Law enforcement organizations today are required to find new ways to save money, reduce the number of administrative hours doing paperwork, and increase our hours in the community," states Captain Richard Hickey. "We purchased SceneDoc and the iOS mobile devices as one of our initiatives to deliver on these requirements."

Todd Oakes, Vice President of World Wide Government Solutions at SceneDoc, stated, "SceneDoc will continue to enable Brentwood to document crime scenes using tailored forms based on Brentwood requirements and workflow. The result is a highly consistent and accurate output report with significantly less risk, all the while allowing the PD to re-allocate resources to other meaningful areas of serving and protecting the community."

SceneDoc is a smartphone- and tablet-based software platform that provides law enforcement and a variety of public safety personnel with a highly secure, accurate, and consistent means of documenting crime and other incident scenes. Comprised of a highly configurable mobile application together with cloud-based data backup and administration, SceneDoc is the proven solution-of-choice for governments and enterprises around the globe.

For more information, please visit <https://scenedoc.com>.

Tennessee Highway Patrol using IBM SPSS analytics for Crash Reduction

The Tennessee Highway Patrol (THP) is using IBM SPSS analytics software to predict when and where serious crashes are likely to happen. THP wanted to be a national leader in best practices that enhance public safety and customer service. Motor vehicle accidents causing death and severe injury were on the rise, as were DUI incidents, and the THP wanted to prevent these crashes from happening.

THP implemented a program using IBM SPSS Predictive Analytics and officially dubbed this innovative approach "Crash Reduction Analyzing Statistical History" or C.R.A.S.H. After identifying the areas in the district that had the highest propensity for fatal or severe crashes or DUI incidents, the THP created a crash grid of the state, which divides the state up into six-by-seven-mile squares and predicts traffic risks for each square in 4-hour increments every day.

From January 1 through August 15, 2014 (compared with the same date range in 2013), the THP team had the following results:

- 6 percent reduction in the number of people killed and seriously injured in Tennessee traffic crashes
- 46 percent increase in safety belt citations issued by the Highway Patrol
- 34 percent increase in DUI arrests made by the Highway Patrol
- 8.9 percent decrease in alcohol-related impaired driving crashes compared with the same time last year

Larry Godwin, Deputy Commissioner of TN Department of Safety and Homeland Security, says, "Law enforcement leaders must be innovative and continue to think outside the box. SPSS software has helped us to provide our troopers, homeland security personnel, driver services staff, and external officers with the tools they need to proactively address criminal activity and promote public safety."

For more information, please visit www-01.ibm.com/software/analytics/spss.

Cummins Allison Explains How Cash Counters Help Law Enforcement Agencies Make Better Use of Their Budgets

Budgets have been tight for many public organizations in the last several years, including law enforcement agencies. This has made it especially difficult for many law enforcement units to secure the kind of funding necessary to conduct expensive investigations and programs that prevent crime from spreading throughout local communities. However, automated technology that is affordable and can quickly count, scan, and document cash can make it much easier for these agencies to save money on time-consuming administrative tasks.

After money is seized during an arrest, it must be counted, sorted, scanned, or photocopied, then wrapped and stored in a safe or evidence room. This is often a time-consuming and labor-intensive activity that requires agencies to count the cash by hand, followed by hours spent photocopying each bill for evidentiary documentation. This manual process is also highly prone to human error.

To address these issues, many law enforcement agencies are implementing automated cash counting machines to improve speed and accuracy when counting and documenting seized currency. Today's currency scanners are

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dependable and extremely accurate, and digital imaging technology simultaneously scans the front and back of each bill, capturing and storing serial numbers, scanning for counterfeits, and counting mixed bills, all at a speed of 1,200 bills per minute. This automated equipment makes it possible for a single officer to accurately count and properly document thousands of dollars in minutes—saving officers time and leading to cost savings.

Additionally, since all digital images and serial numbers of every bill have been scanned, captured, and stored, the confiscated money can then be deposited into the bank and start earning interest instead of just sitting at an evidence warehouse for years awaiting the trial. For example, the Maricopa County Sheriff's Office in Phoenix, Arizona, had over \$3 million sitting in its evidence warehouse for nearly four years awaiting use as evidence in trials. "After using an automated scanner to run the currency and image the serial numbers, we were then able to deposit the cash into the bank and begin earning considerable interest income," said Lieutenant Brian Stutsman of the Special Investigations Division of the Maricopa County Sheriff's Office. ♦

For more information, please visit www.cumminsallison.com/go/law.

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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.

BLUE App: A Catalyst for Life-Saving Change

IACP, in collaboration with the Philadelphia Police Department and Point Guard Productions, has developed a software application for law enforcement officers who may be struggling with mental and behavioral health issues and are at risk for suicide. BLUE App is centered around a 30-minute docudrama (*BLUE*) that was conceived to raise public awareness of frequent suicides among law enforcement in the United States.

The BLUE App also includes a confidential self-assessment and the IACP report *Breaking the Silence*, and a progressive set of tools and resources will be added over the next 12 months. The initiative serves as a proactive step towards reducing law enforcement suicides and creating an interactive community to support the well-being of law enforcement personnel.

To learn more, please contact IACP's Center for Officer Safety and Wellness at officersafety@theiacp.org.

Using Community Policing to Counter Violent Extremism: 5 Key Principles for Law Enforcement

State, local, and tribal (SLT) law enforcement agencies are responding to the threats posed by violent extremism by integrating community-oriented policing principles and homeland security. Community policing encourages law enforcement to use partnerships and problem-solving techniques to proactively address public safety concerns. It promotes leveraging the most valuable resource in any community—its members—by building relationships based on understanding, trust, and respect. Community members can further inform law enforcement about their religions, cultures, and beliefs, so that officers are able to distinguish between constitutionally protected and criminal behavior. More important, community

members are best positioned to recognize suspicious activities in their communities. The *Using Community Policing to Counter Violent Extremism: 5 Key Principles for Law Enforcement* guide was developed in conjunction with Office of Community Oriented Policing Services (COPS) to serve as a resource for law enforcement organizations considering, planning, and employing community policing practices tailored to countering violent extremism in their communities. The guide details the five key community policing principles and the roles they play in contributing to homeland security.

Access the guide via www.theiacp.org/CounteringViolentExtremism.

IACP/Discover Policing Virtual Police Ride-Along

The International Association of Chiefs of Police (IACP), in partnership with the U.S. Department of Justice, Office of Community Oriented Policing Services (COPS Office), has released a unique career exploration resource to aid job seekers in assessing their fit to the profession of community policing.

The IACP/Discover Policing Virtual Police Ride-Along is a realistic job preview for law enforcement. Through a series of brief animated videos depicting common police scenarios, along with corresponding self-assessment questions, viewers get a sense for key aspects of the job and their ability to perform them. Armed with a deeper understanding of the profession, job seekers can make more informed decisions about moving forward with the application process, saving time and effort for both the applicant and the hiring agency. ♦

For more information, contact Tracy Philips at philips@theiacp.org or visit <http://discoverpolicing.org>.



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

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By David LaBahn,
President and CEO
of the Association of
Prosecuting Attorneys,
and Amy Farina, APA
Legal Intern

Providing Comfort, Companionship, and Relief: The Use of Courtroom Dogs

In the aftermath of Hurricane Katrina, with almost everyone evacuated or rescued, more than 250,000 pets were left abandoned.¹ Television screens flashed images of pets stranded on rooftops, dogs swimming desperately as they tried to find their owners, and starving animals staring out of windows wondering when their owners would be coming back for them. During the onset of the rescue effort, pet owners were ordered to abandon their pets, although some resisted. One woman with no possessions left other than her wedding ring, offered the officers the ring to save her dog. Some people, were able to rescue their

pets by going through incredible hurdles. For example, Dohnn Moret Williams used an air mattress to float him and his dog to safety. However, once they made it to an elevated portion of the interstate where people were being evacuated by helicopter, Williams was not allowed to bring his dog. Instead of abandoning his dog, Williams put his pet in a large black trash bag with his nose sticking out of the top of the bag, and both successfully made it to the Astrodome.² These heart-wrenching stories demonstrate that even in times of grave human tragedy, the bond between humans and dogs is unable to be severed.

Dogs can provide comfort, companionship, and relief even in the worst circumstances.

This bond supports people through difficult events other than natural disasters, too. Imagine, for instance, the victims of terrible crimes, left emotionally and mentally shattered. These people may be physically injured, distraught, and overwhelmed—and, on top of this, they must relive the experience over and over again through interviews with the police and prosecutors. To make matters even worse, they will soon have to face the person who caused them this pain in the courtroom when they testify. Now imagine these victims being called

to the stand in that courtroom, but this time with a dog resting at their feet during every interview, waiting with them outside the courtroom, standing beside them at sentencing. They pet his soft fur, gaze into his eyes, and rely on him for the strength they need to get through the trial.

For centuries, dogs have provided comfort and friendship to humans. Research on animal-human bonding goes back to the 1700s in England where the Society of Friends established a facility to provide humane treatment for persons with mental illnesses. The officials realized that having patients care for the farm animals at the facility aided in their rehabilitation. More recent research has shown that the presence of a friendly animal can decrease anxiety, reduce blood pressure, lower heart rate, decrease depression, increase speech and memory functions, and heighten mental clarity. Similarly, many in the criminal justice system recognize the positive effects of using a comfort item or having a family member present to aid victims and witnesses during their testimonies in the courtroom.³ In *Holmes v. United States, State v. Johnson, Baxter v. State*, and *Soap v. State*, children testifying were allowed to sit on the lap of a family member or hold the hand of a support person. Traditionally, comfort items used in courts have been dolls or toys. For example, in *Smith v. State, State v. Cliff*, and *State v. Hakimi*, children were allowed to hold teddy bears or dolls to help them testify.⁴ Today, courts have expanded the list of comfort items to include therapy dogs.⁵ Research has shown that the effects of courtroom dogs are stronger than those of comfort toys or support people.⁶ These facility dogs can aid witness testimony by providing the victim emotional support and comfort in both the witness room and the courtroom. In the 1990s, one of the first courthouse dogs was used to aid child victims—Vachss, a German Shepherd used by the Children's Advocacy Center in Jackson, Mississippi. In 1994, Vachss received the Hero of the Year award for comforting children in abuse cases in the courtroom, and Children's Advocacy Centers across the United States have been increasingly using therapy dogs in the courtroom and interviewing rooms.⁷

In 2004, with the aid of Jeeter, a golden retriever-lab mix, two siblings named Jordan and Erin became the first crime victims to testify at the trial with the aid of a facility dog. Ellen O'Neill-Stephens, a former King County, Washington, deputy prosecutor who spearheaded the courthouse dog program first started bringing Jeeter, her son's service dog, to juvenile court, and she noticed how the dog's presence relaxed everyone in the courtroom. One day Stephens was approached by a deputy prosecutor, who was having a difficult time

prosecuting Erin and Jordan's father on charges of first degree rape of a child and first degree child molestation because of the children's discomfort during interviews. With Jeeter in the room, the deputy prosecutor was able to successfully interview the girls. During the trial, one of the girls was reluctant to describe her anatomy in front of the jury in regard to the molestation; however, she was able to explain her story using Jeeter's sexual body parts. The trial ended in a mistrial, and the father pleaded guilty to third degree assault and fourth degree assault, resulting in a sentence of one year in jail, which was commuted to community

service, and he served 30 days in jail.⁸ Following this case, Jeeter's services became in high demand. As a result, Stephens lobbied for King County to have its own dog, and, in 2005, Ellie became King County's first official courtroom dog.⁹

Today, there are 41 courthouse dogs working in 19 states, and several more states are considering using courthouse dogs; all lower U.S. courts have upheld the use of dogs in the courtroom thus far.¹⁰ Throughout the United States, dogs have accompanied witnesses in about 30 trials, 3 of which were challenged and affirmed on appeal.¹¹ The presence of dogs in the courtroom not

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only is therapeutic to the victim, but also has a positive influence on the judicial process.¹² A dog's calming presence creates an efficient system that allows everyone involved in the criminal justice system to accomplish their goals. According to the Courthouse Dogs Foundation, only dogs professionally trained by service dog organizations accredited by Assistance Dogs International (ADI) can accompany a witness into the courtroom. The majority of these dogs have been in training since age two and only the best are carefully chosen to become assistance dogs. The Courthouse Dogs Foundation website outlines several characteristics that assistance dogs must have.

*[Courthouse dogs must] be quiet, unobtrusive, and emotionally available for the witness when the need arises. The dogs should be able to sit or lie down beside the witness for an extended period of time. The dogs should not engage in any behavior that would distract the witness or other people in the courtroom.*¹³

One example of a service dog training center is Canine Companions for Independence in Santa Rosa, California, which has trained 300 dogs, 7 of which are serving in courthouses. The training for these dogs is in two parts: first, volunteers teach the dogs basic commands such as come, sit, stay, and lie down, and second, the dogs go to a training center for six months to learn more advanced commands for services such as picking up items on the floor, opening doors, and learning to deal with crowds. The cost of training and maintenance for a service dog is around \$45,000, all of which is covered by donations.¹⁴

Certain standards are necessary for a successful courthouse dog program.

- The dog must be a graduate of an accredited service dog school in addition to being accredited by Assistance Dogs International.
- The dog's handler must be a working professional in the criminal justice field, for instance, Court Appointed Special Advocates (CASA) staff, detectives, protective services, and forensic interviewers.
- Staff members must be trained in the handling and use of the dog by professionals knowledgeable about the legal aspects of courthouse dogs.¹⁵

The use of dogs in the courtroom for emotional support is only for witnesses that require the additional assistance.¹⁶ For example, a prosecutor asked the judge to allow a dog to assist a seven-year-old girl who had been sexually assaulted after the girl cried and refused to sit in the witness chair. In order for an assistance dog to successfully aid a witness, the dog and the witness need to have the opportunity to interact with each other during the pre-trial interviews. Interaction before the trial is

important in order for the dog to be able to "read" the emotional state of the witness.¹⁷ Additionally, facility dogs are preferred over pet therapy dogs in court.¹⁸ Therapy dogs are pets that have gone through training with their owners for the purpose of comforting people. Facility dogs are raised and trained by the same organizations as Seeing Eye dogs and other legal service animals; however, pet therapy dogs are not consistently evaluated.¹⁹ Oftentimes, therapy dogs are reactive in stressful situations, which can be problematic in a courtroom where it is important that the dog remain calm and virtually invisible.²⁰

Ellie, the court's dog for King County, is said to be the first official dog in a prosecuting attorney's office. Ellie works three days a week visiting children in detention or court or accompanying victims during interviews in the main office. When Ellie is not working, she spends the remainder of her time doing normal dog activities, such as going to doggy daycare and playing in the park. According to Deputy Prosecutor Page Ulrey, Ellie is completely reliable with both humans and dogs and is a wonderful companion. King County prosecuting attorney Daniel Satterberg says "the unconditional love that a dog offers really helps children relax enough to tell us what happened to them. It helps us get to the truth and helps us get to justice."²¹

Since 2011, the Ada County Prosecutor's office in Boise, Idaho, has had a dog named Sunday who assists crime victims in navigating the criminal justice system. Sunday responds to 40 different commands and can provide comfort to someone having a difficult time. According to Ada County Prosecutor Greg Bower, "Sunday has such a calming effect on victims and witnesses that they may give prosecutors better information to help build a case." Canine Companions for Independence donated Sunday to the prosecutor's office and, along with the Idaho Humane Society, provided training for her.²²

In Texas, the Harris County Bar Association asked the district attorney's office to create a courthouse dog program. In November of 2010, the district attorney's office launched "Paws and Order: SDU (Special Dog Unit)." The Special Dog Unit is comprised of six dogs handled by volunteers who bring the dogs to the courthouse once a month.²³

In Florida, at least 3 of Florida's 20 circuit courts are using pet therapy dogs. Palm Beach County's Therapy Dog program began in March 2012 and has been highly successful. According to 15th Circuit Judge Ron Alvarez, within 5 or 10 minutes of interaction with the dogs, children become relaxed enough to testify.²⁴ In 2011, the Florida legislature enacted House Bill 251 Section 92.55(4), which stated the following:

The court may set any other conditions it finds just and appropriate on the taking of testimony by a child, including the use

*of a service or therapy animal that has been evaluated and registered according to national standards, in any proceeding involving a sexual offense. When deciding whether to permit a child to testify with the assistance of a registered service or therapy animal, the court shall take into consideration the age of the child, the interests of the child, the rights of the parties to the litigation, and any other relevant factor that would facilitate the testimony by the child.*²⁵

In Colorado, the courthouse dog program started in 2013, with Amigo, an 18-month-old golden retriever. Amigo was initially undergoing training to be a service dog, but, due to an injury, he was unable to complete the training. The fact that he is already well trained and socialized made him a perfect candidate for a courthouse dog.²⁶ Most courthouse dogs are golden retrievers, Labradors (labs), or a mix of these breeds, which typically have the best traits for the responsibilities of a courthouse dog.²⁷

The nonprofit Foundation for Service Dog Support (FSDS) in Arizona helps train, evaluate, and certify courtroom dogs. In Arizona, eight-week-old dogs live in volunteer's homes for 14 to 18 months. Volunteers and the dogs attend trainings each week where the dogs are exposed to other animals, noises, people, and experiences to train them to work in a courtroom or a prosecutor's office. After the dog has completed a two-week handler training period and is over two years old, the dog is ready to serve in a courtroom. FSDS works with high schools to identify at-risk teens to take the dogs through the training program and care for them.²⁸

Courtroom dogs not only provide comfort to victims during a trial, but can also relieve stress for everyone in the courtroom. In one case in Arizona, a defense attorney and a child victim both petted a courtroom dog during cross-examination. In Phoenix, golden retriever/Irish setter mix Sam has provided a soothing presence that helps victims in the courtroom. According to Sam's handler, Sam "has been so effective in case after case putting people in prison that would be out on the streets." According to Susie Lopez, bureau chief of the Victim Services Division at the county attorney's office, "the criminal justice system is cold and frustrating, and Sam brings warmth and calmness. Sam is an outstanding tool for reaching out to victims." In one instance, prosecutors were unable to get an 8-year-old victim of sexual abuse to talk and came close to dismissing the case; however, with Sam in the room, the victim disclosed what happened to her. As a result, the case was taken to trial and the molester was put away for life.²⁹

In *State of Washington v. Timothy Lee Dye*, the court looked at whether the defendant's right to a fair trial was violated when they allowed a facility dog to sit next to the developmentally disabled adult victim as

he testified. The defense argued that the dog would distract the jury, aggravate Dye's allergies, and cause extreme prejudice influencing the jury to side with the prosecution. The court held that Dye failed to prove that his fair trial rights were violated. Additionally, "any prejudice that resulted from Ellie's presence was minor and largely mitigated by the limiting instruction that the trial court gave." The court ruled that the dog's presence would be helpful in reducing the witness's anxiety. The majority decision also noted that "while the possibility that a facility dog may incur undue sympathy calls for caution and a conscientious balancing of the benefits and the prejudice involved, the trial court balanced the competing factors appropriately." The court found that the jury did not hold a bias towards the victim as a result of the dog being present because the jury was given instructions to ignore the dog.³⁰ The Supreme Court of the State of Washington upheld the Court of Appeals' decision holding that the trial court did not abuse its power by permitting the victim to testify with a dog present.³¹

Another example is Sheba, a Seeing Eye dog whom the Special Victims Bureau of the district attorney's office in Queens, New York, adopted. During an investigation into the sexual abuse of a four-year-old child, the child was examined and medical evidence showed that she had been sexually abused. The only missing piece of evidence in this case was the girl's testimony; however, she refused to talk about the incident. The girl was provided with a dog and said she would talk to the prosecutor about what happened, but only if the dog was in the room. The defendant pleaded guilty and is now in prison. According to Sue Sternberg, coordinator of pet-assisted therapy for the American Society for the Prevention of Cruelty to Animals, "Children who find it difficult to tell their own stories often find it easier to speak through the dog. Children will say things like, 'Oh, the dog looks very sad' or 'This dog is afraid.'"³² Not only does Sheba help children testify, but she also consoles the elderly and families of murder victims.

The use of courtroom dogs has spread not only throughout the United States, but in South America as well. In 2009, the Bocalán Trust was developed in Chile under direction from U.S. attorneys. Bocalán Trust currently has five dogs for legal assistance that work with victims of sexual abuse in the prosecutors' offices at the Sex Crimes Investigation Brigade, First Family Court of Santiago, Oral Criminal Courts and Tribunals Guarantee Santiago.³³ In a recent case, courthouse dogs provided emotional support to three sisters aged 10, 8, and 6 years old when they had to testify against their father who had sexually abused them. Even though the girls were emotionally shattered, the dog, Isard, broke the tension

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in court and helped the girls successfully testify.³⁴

The use of dogs in the courtroom has sparked a legal debate in recent years. In 2011, Stephen Levine, a New York lawyer filed an appeal arguing that the use of the courtroom dog, Rosie, affected the victim's testimony. "The stress witnesses feel when they have to testify at trial tends to undo falsehoods. Removing the stress deprives the defendant of a fair trial," Levine said. In *People v. Tohom*, Levine's client was convicted of raping and impregnating a 15-year-old girl.³⁵ The teenager said her father had sexually abused her repeatedly since she was 11, forcing her to have two abortions.³⁶ Levine argued that the presence of a dog in the courtroom could imply to a juror that a witness was always telling the truth because "you don't need to be comforted when giving false testimony." The court, in the case of *People v. Tohom*, held that the lower court properly allowed a therapy dog, Rosie, to accompany the victim on the witness stand during her testimony. The court held that the defendant failed to show that therapy dogs impaired a right to a fair trial or interfered with cross-examination.³⁷ The court held that it was evident how traumatized the teenager was and that she was able to testify only with Rosie's help.³⁸

Although some argue that dogs in the courtroom interrupt the judicial process and are distracting, in reality, courtroom dogs are nearly invisible. According to the Seattle prosecutor and founder of Courthouse Dogs, "We recommend that they not be cute and cuddly and sit on the witness' lap." The policy at Florida Four Legged Advocates (FLA) is that dogs do not join the witnesses on the stand and are not visible to the jury.³⁹ In 2012, in Snohomish County, Washington, Mary Mazalic was brought to trial for starving, beating, and burning a 10-year-old girl. The Senior Deputy Prosecuting Attorney in this case filed a motion to ask the court's permission to allow a dog to sit with the victim while she testified. The defense did not object to the dog being present, and the jury was not aware of the dog. After the trial, the jurors stated they did not even know the dog was there at all. Additionally, the dog did not move when the defense counsel spilled a glass of water into the witness box and people came in to clean it up. All in all, throughout a lengthy trial, the dog was nearly invisible.⁴⁰

More generally, victims traditionally had limited rights to be informed, to be present, and to be heard in the criminal justice system. For instance, victims did not have to be notified of court proceedings or of the arrest of the defendant. Additionally, victims did not have a right to attend the trial, let alone make a statement at court. However, today, assistance for victims is more widespread. Every state today has a set of basic protec-

tions for victims within its statutory code. Along with this, the majority of states have adopted amendments to their state constitutions granting rights to victims.⁴¹ A plethora of resources exist for victims of a crime, such as child abuse state hotlines, the National Center for Victims of Crime, state victim assistance and compensation programs, and the Office for Victims of Crime.⁴²

Courthouse dogs provide stress relief not only for victims, but for everyone in the prosecutor's office and courtroom. "Our work is really hard and it's rewarding prosecuting a case, but it hurts your heart after a while, and when you have a dog around, it lifts your spirits; there's no downside to having a courthouse dog," O'Neill-Stephens said.⁴³ ♦

David LaBahn is president and CEO of the Association of Prosecuting Attorneys (APA), a national association working alongside prosecutors in the exchange of information and ideas on emerging issues in the administration of justice. Mr. LaBahn travels extensively providing technical assistance to prosecutors and allied criminal justice professionals, represents APA on numerous national commissions and task forces, speaks at regional and national conferences, and testifies before Congress and other legislative bodies.

Prior to forming APA, Mr. LaBahn was the Director of the American Prosecutors Research Institute (APRI) and the Director of Research and Development for the National District Attorneys Association (NDAA). He has also served as Executive Director of the California District Attorney's Association (CDAA). Mr. LaBahn began his legal career as a Deputy District Attorney in Orange and Humboldt counties in California, where he received numerous awards including national recognition for his work with crime victims and for the reduction of gang violence.

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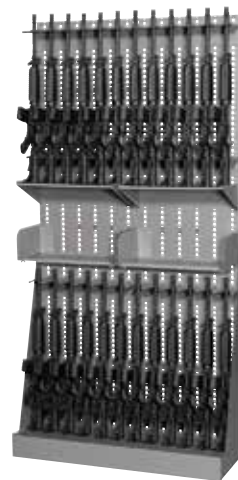
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YOU HAVE OPTIONS: Improving Law Enforcement's Response to Sexual Assault

By Terry Holderness, Chief of Police, Ashland, Oregon, Police Department; Susan Moen, Executive Director, Jackson County, Oregon, Sexual Assault Response Team; and Carrie Hull, Detective, Ashland, Oregon, Police Department



In late 2009 and early 2010, multiple sexual assaults by strangers were reported to the Ashland, Oregon, Police Department. It was rare to receive information about stranger rapes, let alone several within such a short period of time. In investigating these assaults, investigators found that the victims had usually either withheld information that would identify the offender or provided false information about how the assault had occurred; in each of these cases, the investigators still believed that an assault had occurred, just not exactly in the manner that it had been reported.

Ashland, Oregon, has a population of just over 20,000 permanent residents and an additional 7,000 university students. Tourism and retirement services are key economic factors for the city. News of this string of what were initially categorized as stranger assaults shook the sense of safety of the community, and residents responded with vigils and rallies while the city council formed a committee to review law enforcement's response to sexual assault. Taking a hard look at policies and procedures, the Ashland Police Department realized that the lack of accurate information provided by the victims during the investigations was an indication of victims' mistrust of the legal system; in other words, traditional methods of investigating sexual assaults were actually contributing to an environment that kept victims from feeling safe enough to report the details of their victimization as they were

able to remember them. Some victims were reporting incomplete or inaccurate information because they were concerned about not being believed or about not being able to remember details of the event.

Clearly, something needed to change. Investigators collaborated with the administration at the Ashland Police Department and looked closely at the most common problem any police department faces when responding to sexual assaults in its community—the astoundingly low rate of reporting. Studies have found the percentage of sexual assaults that are reported range between 11.5 percent and 39 percent.¹ Even if law enforcement were to be 100 percent successful in investigation of reported sexual assaults, as long as over 60 percent of victims never report the crime, law enforcement will never be effective at addressing the overall problem.

With this in mind, Ashland Police Department's effort to change the investigation of sexual assaults began with identifying the reasons behind low victim report rates and the high rates of inaccurate information provided by those victims that did report the assaults. Investigators initiated conversations with sexual assault advocates and other experts in the field of sexual assault investigation, response, and prevention. Victims who did report were asked for their assistance in identifying ways the police department could bring positive change to the reporting process and subsequent investigation. This showed the

administration that, in order for its efforts to be successful, the focus would need to be on two specific areas: (1) identifying the barriers to reporting faced by victims, and (2) improving the agency's ability to collect and act on information about serial sexual perpetrators within the community.

There are multiple common barriers that prevent victims from reporting any information about a sexual assault, and, too often, the traditional interviewing methods used by investigators when an assault is reported fail to take into account the impact of trauma on a victim's memory. Other barriers include, but are not limited to, victims' fears that they will not be believed, an unwillingness to identify an offender who is known to the victim, embarrassment, and the fear of others finding out about the assault.²

Research on sexual assaults found that up to 91 percent of sexual assaults committed by college students and 95 percent of those committed by newly enlisted Navy personnel were by serial offenders.³ Investigators at the Ashland Police Department noted they were closing cases with successful prosecutions, but they were not identifying the additional victims of these serial perpetrators.

Any improvements made to the Ashland Police Department's investigation of sexual assaults needed to be beneficial to both law enforcement and the victims; investigators had to find ways to provide both groups with what they needed. Investigators concluded that when a victim is given the ability

to control certain aspects of a sexual assault investigation, both law enforcement and the victim will benefit. Law enforcement benefits when victims are allowed to set the pace and parameters of their case because when a victim feels like a true partner in police efforts, he or she will provide more comprehensive information and participate more fully in the investigative and judicial process. Victims benefit because they are provided with the time they need to make a decision that is right for them, independent of the needs of the criminal justice system. The result of this victim-centered effort is the You Have Options program.

You Have Options Program

The You Have Options program has three goals: (1) increase sexual assault reporting by eliminating as many barriers to reporting as possible, (2) increase identification and prosecution of sexual offenders, and (3) decrease sexual assault victimization. This pilot program is currently funded by a two-year Violence Against Women Act (VAWA) grant in partnership with the Jackson County Sexual Assault Response Team (SART). A comprehensive description of the program was featured in a report by the White House Office of the Vice President that highlights promising programs funded by VAWA:

"You Have Options is based on the idea that if victims of sexual assault can control certain

*aspects of an investigation—like who is contacted and whether an arrest is made—they are more likely to report what happened and participate in a prosecution, which means that offenders are more likely to be caught and held accountable. Formalized in 2012, after several years of research and development, the program is the brainchild of Ashland Police Department Detective Carrie Hull, who saw that concerns unique to sexual assault victims, like the fear of not being believed or having confidentiality violated, often prompted survivors either to not report the assault or to find other ways to disengage from the criminal justice system. This dynamic was compounded by the fact that sexual offenders often target vulnerable victims who may appear to lack credibility. Abusers know these victims often blame themselves, and thus, either don't report the assault or are unlikely to be believed if they do report it."*⁴

You Have Options gives survivors three reporting avenues.

- **Information Only Report** involves no investigation beyond a victim interview or an inquiry, with the victim's consent, into whether an identified assailant may be a serial perpetrator.
- **Partial Investigation** involves some further investigation initiated by law enforcement and might include the collection of evidence such as a sexual assault forensic examination kit.

- **Complete Investigation** involves a full investigation with the goal of establishing probable cause for a criminal case to be brought. Investigators pay particular heed to identifying serial sexual predators via investigative strategies specifically tailored for that purpose.⁵

In addition to the three reporting options, the program requires that law enforcement officers follow a series of trauma-informed, victim-centered protocols. A victim, for example, need not report in person, but can use an online form or ask a sexual assault advocate to report on his or her behalf; victims may provide as much, or as little, information as they choose, taking time to evaluate their options; officers must help a victim locate sexual assault advocacy services; a victim may be accompanied by an advocate or other support person during all phases of the reporting process and investigation; and officers' interview techniques must be trauma-informed.

An integral part of the You Have Options program is the 20 Elements of a Victim-Centered and Offender-Focused Law Enforcement Response. The 20 Elements focus on providing a law enforcement environment that allows for multiple ways of reporting; ensures that all reports are well documented, regardless of the apparent veracity of the information provided;

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emphasizes strategically investigating the provided information in a manner that respects the requested level of confidentiality of the reporting party; and encourages collaboration between law enforcement and the victim during the investigative process.⁶

Within the program, law enforcement moves beyond traditional sexual assault investigative practices that rely solely on gathering information from the victim and the suspect to more extensive investigative techniques that include locating additional witnesses or victims by obtaining records that reach beyond the traditional criminal history check to include FBI NCIC offline searches; collaborating with child advocacy centers, child welfare offices, and sexual assault advocacy centers; and using serial sexual perpetration profile questions during interviews with those who have had contact with the suspect.

Identifying an offender's history of serial perpetration assists in providing a clearer picture of the initially reported incident not only to investigators, but also to prosecutors and, potentially, juries and

judges. This information can be used to bring additional charges against the offender for newly identified victims and may encourage apprehensive victims to pursue charges against their attacker. A documented history of sexual perpetration also provides important information to those who tend to excuse perpetrator behavior when only one victim has been identified.

As a result of the You Have Options program, the Ashland Police Department has seen a 106 percent increase in sexual assault reports between January 2009 and December 2013. Investigators have also identified serial offenders who would not have been identified through traditional methods and have had successful prosecutions that would not have happened without the You Have Options program. For example, in 2012, a female reported a sexual assault that occurred three years prior, when she was a freshman in high school. The strong partnership between the Ashland Police Department and local advocates—an integral element of the You Have Options program—proved crucial to the investigation, as the victim worked for months with advocacy before feeling comfortable enough to report to the police. A major factor in the victim's decision to report was the assurance that law enforcement would work at her pace and not contact the perpetrator until she was ready; for several months, investigators worked with the victim to obtain corroborative evidence of the sexual assault. Investigators discovered a second sexual assault victim and obtained a confession from the suspect for both victims, resulting in multiple charges of rape and sodomy that concluded with a guilty plea by the suspect on four counts of rape. Without law enforcement partnering with local advocacy groups and addressing the barriers the first victim faced in reporting, it is unlikely that the offender would have been held accountable for his crimes against both women.

In early 2014, a female disclosed a sexual assault to a confidential advisor at Southern Oregon University. The advisor was aware of the



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You Have Options program and provided information to the female on her options for reporting to law enforcement in Ashland, Oregon. The female agreed to meet with a detective and was interviewed using the Forensic Experiential Trauma Interview (FETI) technique that is recommended as a best practice for law enforcement agencies participating in You Have Options. The female disclosed that she had been the victim of sodomy by her boyfriend approximately one year prior. The victim was reluctant to proceed for many reasons, including her feeling that she was unlikely to be believed and concern over attending the same school as the reported perpetrator. The female agreed to participate in an investigation because she retained the ability to stop the investigation at any time; control who was aware she had reported the assault to police; and was assured that, unless there was a legal requirement, the investigation would not be turned over to an office of prosecution until she was ready. Due to the positive collaboration between the victim and the investigators, evidence of the suspect confessing to the victim was obtained. This evidence helped assure the victim that she would be believed throughout the adjudication process, and she allowed investigators to move forward with a complete investigation and an arrest of the suspect, resulting in a guilty plea by the suspect.

Getting Involved

Funding from the current Violence Against Woman Act allows the You Have Options program and website (www.reportingoptions.org) to be available for use by other law enforcement agencies across the United States who wish to join the program. Every participating law enforcement agency will sign a memorandum of understanding that outlines the roles and responsibilities for all personnel at the participating agency and will receive training and technical support to help with program implementation.

In October, 2014, the first introductory session for the You Have Options program was held in Ashland, Oregon; law enforcement agencies from Idaho, Oregon, Colorado, California, and Washington attended. Jurisdictions from multiple other states have also expressed their interest in joining the program and additional introductory sessions are planned for 2015.

Agencies not ready to fully implement the You Have Options program should consider adopting parts of the program's 20 Elements of a Victim-Centered and Offender-Focused Law Enforcement Response. Small changes can be influential, both within an organization and in the community it serves. Starting with education on the FETI technique for any department personnel who interview sexual assault victims is worthwhile, no matter what response victims are currently receiving from an agency's officers. Developed by Russell Strand, a retired U.S. Army CID special agent and the current chief of the Family Advocacy Law Enforcement Training Division at the U.S. Army Military Police School, this interviewing technique reduces the inaccuracy of information obtained during the interview process and enhances the understanding of the victim's experience, taking into account the impact of stress and trauma on memory.

The You Have Options program supports all efforts to offer more reporting options to victims of sexual violence and will work individually with law enforcement agencies, regardless of their formal participation in the program. The implementation of this program or its elements across the United States can lead to higher rates of reporting and more effective investigations, which help law enforcement, victims, and communities. ♦

For more information on the program or to find out how an organization can participate in You Have Options, contact Program Manager Detective Carrie Hull at 541-552-2126 or visit www.ReportingOptions.org.



Brighton, Colorado, Police Department and McMinnville, Oregon, Police Department became the first two departments to sign the You Have Options program MOU in November 2014. Both agencies are now engaged in individualized technical assistance with You Have Options to implement department training and join the national website.

Terry Holderness has been a police officer for over 35 years and has been chief in Ashland, Oregon, since April 2007. He is a widely recognized expert in community and problem-oriented policing and has written several articles and spoken at numerous U.S. and international conferences on those subjects.

Susan Moen, Executive Director of the Jackson County Sexual Assault Response Team, has worked in the field of sexual assault advocacy for over 20 years and has a particular interest in sexual violence prevention. In 2010 Susan received the Oregon Sexual Assault Task Force Sexual Assault Response Team award.

Carrie Hull currently works at the Ashland Police Department as a detective with a special emphasis on child abuse, child sexual abuse and adult sexual assault cases. Carrie is an instructor with the Oregon Sexual Assault Training Institute and is the founder and program manager of the Southern Oregon Sexual Assault Symposium, the You Have Options Program, and ReportingOptions.org.

Notes:

¹Kate B. Wolitzky-Taylor et al., "Reporting Rape in a National Sample of College Women," *Journal of American College Health* 59, no. 7 (2011): 582-587; Judith A. Linden, "Care of the Adult Patient after Sexual Assault," *The New England Journal of Medicine* 365, no. 9 (2011): 834-841, <http://www.nejm.org/doi/pdf/10.1056/NEJMcp1102869> (accessed November 4, 2014).

²Marjorie R. Sable et al., "Barriers to Reporting Sexual Assault for Women and Men: Perspectives of College Students," *Journal of American College Health* 55, no. 3 (2006): 158-162.

³David Lisak and Paul M. Miller, "Repeat Rape and Multiple Offending Among Undetected Rapists," *Violence and Victims* 17, no. 1 (2002): 73-84; Stephanie K. McWhorter et al., "Reports of Rape Reperpetration by Newly Enlisted Male Navy Personnel," *Violence and Victims* 24, no. 2 (2009): 204-218.

⁴Office of the Vice President, "1 is 2 Many: Twenty Years Fighting Violence Against Women and Girls," September 2014, 48, http://www.whitehouse.gov/sites/default/files/2014_vawa_report.pdf (accessed November 4, 2014).

⁵Ibid.

⁶"20 Elements of a Victim-Centered and Offender-Focused You Have Options Program Law Enforcement Response," www.reportingoptions.org/#!20-elements/c1jxv (accessed November, 2014).

Building Attention to Witness Intimidation into Your Domestic Violence Policy

Duluth, Minnesota, is known for its power and control conceptualization of the dynamics of battering (the power and control wheel), and also for the Duluth Model—a collaborative structure of domestic violence victim advocates and criminal justice practitioners that began in 1981 with the U.S.'s first domestic abuse intervention project.¹ Since then, Duluth has also committed itself to self-evaluation and problem solving. In the 1990s and early 2000s, Duluth and St. Louis County, Minnesota, conducted safety audits of law enforcement and probation responses to violence against women and implemented recommendations for change that improved victim safety and held offenders accountable.² In 2011, the Department of Justice's Office on Violence Against Women selected Duluth as one of three demonstration sites for creating a Blueprint for Safety, a comprehensive plan integrating knowledge, research, demonstration projects and practice into a "blueprint" for city and county agencies responding to domestic violence.³ Duluth is now creating one collective policy, encompassing each agency in the justice system, to (a) maximize state control over violent offenders; (b) intervene quickly when there are new acts of violence, intimidation, or coercion; and (c) shift the burden of holding offenders accountable for violence or abuse from victims to the system.

Also in 2011, after attending training on recognizing and responding to witness intimidation, Duluth criminal justice agencies partnered with AEquitas and the Battered Women's Justice Project to use the safety audit process to determine where and how witness intimidation arises in the justice process, and how successful the system was in providing safety to victims and witnesses.⁴ A local team composed of representatives of service providers and justice system partners, including two supervisors from the

Defining the Problem

Victims are sometimes reluctant to report incidents to police or help prosecute offenders. Such reluctance may be in response to perceived or actual threats of retaliation by the offender or his or her associates, or may result from community norms that discourage residents from cooperating with police and prosecutors. In some communities, close ties between witnesses, offenders, and their families and friends may also deter witnesses from cooperating. These relationships can provide context for understanding witness intimidation. Witness intimidation is closely associated with organized crime and domestic violence.* In a study about whether they would use the criminal justice system again, 19 percent of the 178 domestic violence victims interviewed told interviewers they'd been harmed again by their assailants after the arrest but before the case closed, suggesting a deliberate ploy by many defendants to deter victims from cooperating with prosecution.†

A victim may also recant initial reports to police or refuse prosecution efforts as a result of the perpetrator's appeals for sympathy through descriptions of suffering from mental and physical problems, intolerable jail conditions, and life without the victim. The intention to recant or refuse prosecution efforts can be further solidified by the perpetrator's minimization of the abuse and invoking images of life without each other.‡ Duluth Police Department sergeants had similar examples of cases in which in-custody domestic violence defendants used economic and emotional pressure on victims during phone calls in hopes of dissuading them from interaction with prosecutors. Some tactics included refusing to pay bills, threatening to let the marital home go into foreclosure, blaming the victim for a loss of reputation or employment, professing love for the victim, and promising to quit drinking.

Notes:


* For more information, see Kelly Dedel, *Witness Intimidation*, Problem-Oriented Guides for Police: Problem-Specific Guide Series, no. 42, United States Department of Justice's Community Oriented Policing Services, July 2006, www.cops.usdoj.gov/Publications/e07063407.pdf (accessed November 5, 2014).

† Ruth E. Fleury-Steiner et al., "Contextual Factors Impacting Battered Women's Intentions to Reuse the Criminal Legal System," *Journal of Community Psychology* 34, no. 3 (2006): 327–342.

‡ Amy E. Bonomi et al., "Meet Me at the Hill where We Used to Park," *Social Science & Medicine* 73, no. 7 (2011): 1054–1061.

Duluth Police Department, observed 9-1-1 call takers and dispatchers, court proceedings, court hallway activity, and offender groups; conducted focus groups with vic-

tims; interviewed criminal justice practitioners; reviewed prosecution files; and reviewed historical reports compiled by the domestic violence response team.⁵ Team



By Gordon Ramsay, Chief of Police, Duluth, Minnesota, Police Department; and Rhonda Martinson, JD, Trainer/Consultant, Rhonda Martinson Consulting, LLC

Learning from File Reviews and Victim Focus Groups

Duluth Police Chief Gordon Ramsay visited the audit team's first file review session and told team members that, in his experience, offenders perpetrating witness intimidation often do so to retaliate against witnesses for reporting the offender's conduct to police. He asked one of his staff members to create and conduct a word search of all Duluth police reports filed in the last two and a half years that would identify reports where a victim, witness, or police officer mentioned retaliation or concerns about retaliation. The search produced nearly 800 police reports. Team members then found an example of this in one of the next files they reviewed, which noted that by the time officers arrived, the victim did not want to get the offender in trouble and appeared afraid of him getting arrested and then retaliating against her. Victim focus group participants also expressed fear of retaliation and reported retaliation for past reports to police via property damage, pet abuse, stalking, and false reports of victim wrongdoing to police or child protection authorities.

Trial Delay—A Window of Opportunity for Intimidators

The most dangerous time for a victim or witness is between arrest and trial. According to the National Institute of Justice, "[T]rial delays experienced in most jurisdictions allow ample opportunity for intimidation."^{*}

Duluth Police Department sergeants felt that delays in violence against women cases contradicted victims' expectations of the criminal justice process as they see it on television, specifically in relation to the ease of access to technology and science to analyze evidence. Delays can also result in the original investigator being moved to a new assignment and a new investigator assigned to the case—another off-putting development to victims. This can not only impact the progress of investigations, but can also, as one victim reported, make victims feel as though police do not care. Sergeants noted the longer a defendant can delay a case, the less likely he or she will be held accountable. They gave the example of courts routinely granting continuances to defendants, which appears to a victim as though the justice system is expecting a victim to wait endlessly for the defendant's timetable. Several victim focus group participants mentioned the commonality of delays and how they provided additional opportunity for the perpetrators to stalk and harass.

Note:

^{*} For more information, see Kerry Murphy Healey, "Victim and Witness Intimidation: New Developments and Emerging Responses," Research in Action, National Institute of Justice (October 1995), 5, www.ncjrs.gov/pdffiles/witintim.pdf (accessed November 5, 2014).

members debriefed their findings at team meetings and identified the following four gaps in witness safety and offender accountability: (1) offenders intimidated witnesses at points in the justice system where their role as a witness was recognized or exposed; (2) information that could have increased witness safety or offender accountability wasn't shared between agencies, between responders, or between responders and witnesses; (3) offenders intimidated witnesses at points of delay in processing cases; and (4) offenders took advantage of their close proximity to victims and witnesses in the courthouse to intimidate them.

While Duluth's concurrent Blueprint for Safety policy work incorporated attention to witness intimidation, the policy didn't offer guidance for police officers and other responders on identifying, documenting, or responding to it. Therefore, to address the gaps in witness safety uncovered during the audit, the local team recommended creating practice guides and training to aid in identifying, documenting, investigating, and prosecuting witness intimidation. Practice guides and training would also guide responders in educating, assessing danger, and safety planning with victims about the potential for witness intimidation. Prior to the conclusion of the audit, the Duluth Police Department had already taken a step in this direction by including a question about intimidation as part of responding officers' domestic violence risk assessment protocol. Team members reviewed 30 misdemeanor domestic violence cases and saw how helpful the risk assessment question about intimidation was in gathering the history of intimidation and assessing risk, but also saw that it was not necessarily geared toward developing evidence for charging the offender with an intimidation crime. No follow-up questions were suggested for officers to ask if victims gave a positive answer



to the question about witness intimidation. Additional information that could support charges of witness tampering would be helpful to prosecutors, who may then be able to use a forfeiture-by-wrongdoing prosecution strategy if an intimidated victim does not appear for trial. Forfeiture by wrongdoing is an exception to a defendant's right to confront witnesses against him. If a defendant causes a witness to be unavailable for trial through his wrongful acts with the intention of preventing that witness from testifying, then the introduction of the absent witness's prior statements is not barred by the U.S. Constitution.

The team also recommended educating victims about witness intimidation. At the time of the audit, there were no policies or procedures for if or how police officers and other responders should address witness intimidation with victims and witnesses. Victim focus group participants hadn't heard of witness intimidation and said no one in the criminal justice system—officers, advocates, prosecutors, judges, probation officers, attorneys—had ever mentioned the possibility of being intimidated, explained what witness intimidation was, or gave instructions on what to do about it. One victim summed this up well by pointing out that she had always received information about the legal implications of not obeying a subpoena, but never received any information about how victims may be pressured to disobey a subpoena, nor was it explained that such pressure may be a crime. Several victims and victim advocates expressed surprise that this sort of pressure, often in the form of post-arrest phone calls from jail, is common in research and, in the United States, in actuality. They were of the opinion that if victims of just-arrested abusers were made aware of the likelihood of these phone calls and of their manipulative purpose, these victims would be better prepared to deal with the calls and less likely to be susceptible to intimidation. They suggested that since local police officers were engaged in this audit of the response to witness intimidation and were now learning about how intimidation occurs in the community, that this information on witness intimidation be incorporated into victim support group sessions, especially when new participants join the group. Information to educate victims on witness intimidation could be communicated via the group facilitator's commentary, an invited speaker such as a law enforcement investigator, or a printed handout.

Finally, team members recommended taking advantage of Duluth's existing coordinated community response (CCR) structure to address systemic problems such as delays or gaps in information sharing that provide windows of opportunity for offenders to intimidate victims into dropping out of the criminal justice process.

Domestic Assault Arrest/Incident Risk Questions

1. Do you think he or she would seriously injure or kill you or your children?
2. Does he or she have access to guns?
3. Have you ever been forced to perform sexual acts under threat of violence?
4. How frequently and seriously does he or she intimidate, threaten, or assault you?
5. Can you describe the most frightening event or worst incident of violence involving him or her?

What Is Learned from Asking about Intimidation?

Witness or victim intimidation "may involve tactics including physical violence, explicit or implicit threats of physical violence, property damage, and courtroom intimidation"; and, in domestic violence cases, may also include economic threats and threats concerning child custody and deportation.*

Offenders may confront witnesses verbally, damage the property or homes of witnesses; park or loiter outside witnesses' homes or places of employment; send notes and letters or make nuisance calls; threaten or assault witnesses' children, spouses, parents, or other family members; or murder witnesses or their family.†

Similarly, Duluth team members reviewing misdemeanor domestic violence files found that victims' responses to police officers' risk questions indicated offenders intimidated victims by sending notes, making phone calls, name-calling, yelling, breaking things, threats, and assaults.

Notes:

* For more information, see Kerry Murphy Healey, "Victim and Witness Intimidation: New Developments and Emerging Responses," Research in Action, National Institute of Justice (October 1995), <https://www.ncjrs.gov/pdffiles/witintim.pdf> (accessed November 5, 2014).

† For more information, see Kelly Dedel, *Witness Intimidation*, Problem-Oriented Guides for Police: Problem-Specific Guide Series, no. 42, United States Department of Justice's Community Oriented Policing Services, July 2006, <http://www.cops.usdoj.gov/Publications/e07063407.pdf> (accessed November 5, 2014).

Team members identified a number of points at which attention to witness intimidation and related system problems could be “plugged in” to existing relationships between the police department and other agencies, such as the following:

- Duluth Police Department’s weekly CompStat meetings, as well as print and online media (such as the department’s Facebook page), could be used to prioritize and publicize the location of offenders who fail to appear for court (audit team members reported some delays in domestic violence cases were caused by defendants who didn’t show up for court).⁶
- Existing interagency meetings on Blueprint for Safety policy work could be used to address intimidation opportunities such as delay, as well as offender accountability issues such as dismissed or reduced charges that may have been caused by witness intimidation.
- Existing relationships with non-domestic violence organizations such as the local sexual assault advocacy program and the local animal shelter could be used to address newly identified (by the audit) kinds of intimidation, such as offenders coercing victims into unwanted sexual activity or offenders’ threats to harm victims’ pets.

With 2014 being the endpoint of Duluth’s Blueprint for Safety policy work, the Duluth Police Department and other criminal justice agencies in Duluth will be fine-tuning where and how to build in practice guides on identifying, documenting, and responding to witness intimidation. Agencies and audit team members have collected investigative questions about witness intimidation that could compose such a guide. Victim advocates welcomed knowledge about witness intimidation from local law enforcement and collected witness intimidation fact sheets and brochures from other criminal justice agencies, and have begun to incorporate this information into support group sessions with victims.⁷ But most importantly, Duluth Police Department supervisors reported that simply involving them in this audit of the local response to witness intimidation put the problem of witness intimidation on officers’ radar. Before the audit had even been completed, supervisors reported receiving requests for training on witness intimidation and examples of police reports where officers had begun to ask victims more investigative questions about witness intimidation. Involvement in the investigation of a problem and in the creation of a solution paved the way to department-wide interest, investment, and commitment to improving policy. ♦

Chief Gordon Ramsay was appointed Duluth police chief in 2006. He is currently the president of the Minnesota Chiefs of Police Association and immediate past chair of the Mid-Size Agencies Section of the IACP.

Rhonda Martinson, JD, is a consultant on coordinating and assessing the criminal justice response to domestic violence; a trainer on responding to, investigating and prosecuting domestic violence; and a provider of writing and editing services for articles, reports and training materials on the criminal justice response to domestic violence.

Notes:

¹Over several months in 1984, Duluth’s Domestic Abuse Intervention Project asked women in educational groups for women who had been battered to describe the specific behaviors of the men who battered them. The tactics chosen for the Power and Control Wheel were those that were most universally experienced by battered women; Domestic Abuse Intervention Programs, Home of the Duluth Model, 2011, <http://www.theduluthmodel.org/training/wheels/html> (accessed November 5, 2014).

²The Safety Audit is a tool used by interdisciplinary groups and domestic violence advocacy organizations to examine how the work of criminal justice professionals is organized to further common goals of enhancing safety and ensuring accountability when intervening in cases involving intimate partner violence. For more information, see Praxis International, “Institutional Analysis/Community Assessment,” http://praxisinternational.org/praxis_institutional_analysis_community_assessment_home.aspx (accessed November 5, 2014).

³For more information, see Praxis International, “Blueprint for Safety,” http://www.praxisinternational.org/praxis_blue_print_for_safety.aspx (accessed November 5, 2014).

⁴AEquitas: The Prosecutors’ Resource on Violence against Women is a national resource center supporting prosecutors and allied professionals in the prosecution of violence against women, see www.aequitasresource.org; The Battered Women’s Justice Project is a national resource center offering training, technical assistance, and consultation on promising practices of the justice system in

addressing domestic violence, see www.bwjp.org/bwjp_home.aspx.

⁵The Duluth Police Department inputs information from domestic violence reports into a local Domestic Abuse Information Network (DAIN), a database program designed for use by domestic abuse agencies. DAIN assembles information necessary to track and monitor domestic assault cases in a coordinated community response to domestic violence. It can evaluate demographic data, number and types of arrests, case processing time, case dispositions, and re-offenses—as well as analyzing police, court, and offender program records and more. DAIN also can produce reports showing trends in the system and can help determine policy or procedural changes that might need to be made.

⁶Duluth Police Department’s use of CompStat has already played a role in targeting property and traffic crime offenders and reducing property and traffic crime. For more information, see Gordon Ramsay, “What Are We Doing,” *Chief’s Blog*, August 2, 2012 (<http://squadone.blogspot.com/2012/08/what-are-we-doing.html>); and “Shaken, Not Stirred: Duluth Police Department Takes Charge in Combating Speeding and Impaired Driving Crashes,” *Official Blog of the International Association of Chiefs of Police*, July 31, 2013, <http://theiacpblog.org/2013/07/31/shaken-not-stirred-duluth-police-department-takes-charge-in-combating-speeding-and-impaired-driving-crashes> (accessed November 5, 2014); the Duluth Police Department’s Facebook page is viewed extensively and is one of the 10 most “liked” pages in the United States among police departments of similar size, “Eh? Duluth Cops Are Popular Online,” *Duluth News Tribune*, August 3, 2013, <http://www.duluthnews-tribune.com/content/eh-duluths-cops-are-popular-online> (accessed November 6, 2014).

⁷Several criminal justice agencies have published printable fact sheets or brochures about witness intimidation for domestic violence victims online. See, e.g., Missouri Office of Prosecution Services, *It Helps to Know the Law on Victim and Witness Tampering*, <http://mops.mo.gov/pdf/Witness%20Tampering%20Brochure%20Missouri%20Edits%20for%20printing.pdf> (accessed November 5, 2014), or Denver City Attorney’s Office, *What May Happen While Your Case Is Pending*, <http://www.denvergov.org/LinkClick.aspx?fileticket=85dZaXXSLuc%3d&tabid=444900&mid=514775> (accessed November 5, 2014).

IACP provides the Domestic Violence Model Policy to the law enforcement community without charge at www.theiacp.org/portals/0/pdfs/DomesticViolencePolicy0606.pdf. For more information and resources, please visit the Police Response to Violence Against Women page (www.theiacp.org/Police-Response-to-Violence-Against-Women#Domestic_Violence).



By Nola Joyce, Deputy Police Commissioner, Philadelphia, Pennsylvania; and Sarah Schweig, Senior Writer, Center for Court Innovation

Preventing Victimization: Public Health Approaches to Fight Crime

Social network analysis maps relationships between people. Here, nodes are 2,003 individuals, ties are 5,715 co-arrests, and red nodes are people who were victims of homicide or non-fatal shootings. Image courtesy of Andrew Papachristos.

A new idea is catching across the United States: crime and violence spread like viruses do, and a person's overall health is deeply intertwined with a person's safety. Living in a violent neighborhood can wreak havoc on physical and mental well-being, and poor health can, in turn, lead to dangerous behavior.

If dangerous behavior is like a contagious disease, perhaps positive relationships can serve as an antidote. Like inoculations against illnesses, some cities are finding that treating a few key carriers of harmful behavior or altering a few environments where the "illness" of disorder thrives, can increase the health and safety of an entire community.

Similar Problems, Similar Solutions

The problems that public safety and public health agencies aim to address, as well as the types of strategies employed, overlap in key aspects. Community problems—gun violence, for example—have required the development of both reactive approaches that respond to existing problems, as well as preventive approaches to stop future problems before they start. In both areas, data analysis, collaboration, and community engagement are key strategies.

For example, police developed the four-stage scanning, analysis, response, assessment (SARA) model of problem-oriented policing, while the public health approach also consists of four basic elements:

- (1) defining and monitoring the problem;
- (2) identifying risk and protective factors both for victims and offenders;
- (3) developing and testing prevention strategies; and
- (4) assuring the widespread adoption of strategies to grapple with complex problems.¹

Because reactive approaches to crime tend to focus first and foremost on offenders, victims can sometimes be seen as just a part of an offender-focused process. But when it comes to addressing violence, victims can provide a wealth of information, not just about the incident or the offender, but about the neighborhood and the community.

The Centers for Disease Control and Prevention's National Center for Injury Prevention and Control has found that violence

can have a devastating effect not only on victims, but on whole communities. Violence reduces productivity, decreases property values, and disrupts social services. Tactics like greening vacant urban lots can reduce violence and lead to safer and healthier communities, which benefits everyone.²

At a roundtable exploring opportunities for partnering between public health and law enforcement, cosponsored by the U.S. Department of Justice's Community Oriented Policing Service (COPS) Office, The California Endowment, and the Center for Court Innovation, one participant, then-chief Noble Wray of Madison, Wisconsin, recalled meeting with residents from a "very stressed neighborhood" and felt that they were exhibiting symptoms of clinical depression: "They described being isolated. They described over-medicating with drugs and alcohol. They described not being able to focus on problems, individually or collectively. They described just a whole host of things that really was clinical depression, but we were treating it with law enforcement."³

Addressing problems like these requires cross-sector interventions. This article tells the story of two such efforts. One project, in New Haven, Connecticut, focuses on at-risk individuals and improving connections and relationships in the community; the second, in Philadelphia, Pennsylvania, focuses on places and improving public spaces to change the dynamics of public safety. In both cases, law enforcement agencies are collaborating to use public health tactics.

Connecting People in Connecticut

Dean Esserman, police chief of New Haven, who recently reintroduced community policing strategies to a city that has been struggling with violence for years, says that cities are at war with themselves.⁴ Chief Esserman is exploring new ways to look at persistent problems, which is why he teamed up with sociologist Andrew Papachristos, associate professor at Yale University, who uses social network analysis to study crime, as well as Professor Tracey Meares and Professor Tom Tyler at Yale Law School.

"Epidemics of any kind are not random," said Papachristos, "so it is with gun violence. There are patterns of transmission in the United States that go beyond aggregate factors such as race, age, gender, and income. On an individual level, social networks—the people one hangs out with—can predict a given person's likelihood of being shot and killed."⁵

Social networks are ways people connect and interact; Papachristos bases his research on mapping these relationships between people. "You don't catch a bullet like you catch a cold," said Papachristos. "It's not just any disease; it's a blood-borne pathogen."⁶

"The traditional view of who is a victim is being challenged," said Esserman. "It's not just the person who got shot who is a victim, but that person's family, the neighborhood, that person's friends at school, and the people in the community who hear the shots fired."⁷

New Haven has been struggling with high levels of violence. A report issued in 2011 found that assaults are as significant a cause of premature death as cancer and heart disease, and that black males and Hispanic males age 15 to 39 are particularly at risk.⁸

The Idea

Esserman, who was appointed New Haven police chief in November 2011, has reinstated a community policing strategy, requiring new officers to spend their first year walking a beat in New Haven's neighborhoods. Esserman also wanted to take measures to dissuade at-risk individuals from engaging in violence. This is where Project Longevity comes in.

Project Longevity is a program that was inspired by Professor David Kennedy of John Jay College of Criminal Justice and adopted by the U.S. Attorney of Connecticut, the governor, and the City of New Haven that brings community members, social service providers, and police together to fight gun violence. The project analyzes social networks to determine the individuals most at-risk for committing

crime—who are also, Papachristos has found, those most at-risk for being victimized. These individuals are invited to participate in "call-ins," where they meet with law enforcement and community leaders. The call-ins deliver a message that violence is unacceptable and serve as a gateway to services and positive social connections.

How It Works

To find the individuals most in need of interventions, Papachristos and Esserman use information in new ways. They conduct what's called a "gang audit." Instead of just looking at how many incidents occurred and where, a team of detectives, academics, and activists studied the perpetrators and victims of the worst violence in New Haven. The team examined five years of police records and interviewed police officers working the neighborhood, probation and parole officers, federal agents, and family members.⁹ They looked at relationships between individuals and asked questions like: Who else was with you at the time of the crime? What was your relationship with the victim before the shooting?

Starting in November 2012, Project Longevity—which is part of the National Network for Safe Communities and uses David Kennedy's focused deterrence model—brought in alleged gang members for a two-hour meeting; sent customized, individual letters; and visited high-risk individuals. They displayed a "table of organization" they had created—a map of relationships that visually linked each person in the room. The team's message was clear: any group member committing violence will get the full attention of local, state, and federal law enforcement. These words of warning were accompanied by offers of help. Links to housing, job training, and other programs were made available to all.¹⁰

Eventually, the interventions will include house visits highly tailored to at-risk individuals. The customized intervention group for house visits will involve someone the at-risk individual knows personally from the community—like the family's priest or minister—as well as service providers and police.

Results

While it is still too early to assess the impact of Project Longevity's focused deterrence approach, the shift in strategy is already being felt. Project Longevity has expanded the scope of police work from individual offenders to social networks.

According to the New Haven Police Department, homicides in New Haven dropped 46.2 percent during the January to October period from 2011 to 2013. During the same time span, the number of nonfatal shooting victims fell by 49 percent, and the number of shots fired fell by 44.1 percent. There is not yet research to demonstrate that these drops are due to shifts in strategy, but the reductions do offer encouragement.¹¹

Going forward, a team of researchers from Yale and the University of New Haven, led by Papachristos, plans to determine whether there is a statistically significant reduction in shootings and arrests for violent crimes—and whether this reduction can be tied to Project Longevity.

While Project Longevity's official evaluation is still three years away, Chief Esserman is already positive about the project's potential. According to Esserman, "Project Longevity is born from good, rigorous thinking. It doesn't address all violence in a community, but it addresses what in most cities is the overwhelming source of violence: young men in groups."¹²

The Grass Is Greener in Philadelphia

Where New Haven is focusing on changing the behavior of people to improve the city, Philadelphia is focusing on improving city spaces to change people's behavior.

The city of Philadelphia has found that empty lots strewn with debris and trash bring a feeling of disharmony and disarray to a community. Maintaining these spaces can help restore order, safety, and a feeling of ownership.

"You can bring all the resources in that you want," said Captain Mike Cram, Philadelphia Police Department, "but if you don't tell the community that they have to take ownership of the neighborhood, it won't work." Captain Cram stressed that the police need to establish themselves as "a tool in the community's toolbox," rather than an antagonistic authority or a fix-it-all force. "We started by having a community fair, which becomes a community-run event for which the police becomes a partner," he said.¹³

When Philadelphia began a new initiative in 1999 called PhillyRising, Captain Cram's 26th precinct signed up. Among partnerships with a range of city agencies, the PhillyRising initiative partnered with the Pennsylvania Horticultural Society, which would green vacant lots identified as dangerous spaces by the police and the community.

The Idea

The treatment of vacant lots echoes the "eco-epidemiology" movement, which suggests that changing an environment can have similar prevention impacts as changing individual behaviors. Because it can be

easier to change spaces than to change people, programs that focus on enhancing places may have a greater influence for longer time periods than programs that focus only on individuals.¹⁴

One way to change a place is to address disorder and neglect. This approach is similar to the "broken windows" theory, which suggests that law enforcement must address symbols that a neighborhood is in disarray and that no one is in control. Under this theory, continued disorder creates a permissive environment that may lead to more dangerous criminal behavior.¹⁵

Charles Branas, of the University of Pennsylvania's Perelman School of Medicine, has been working to show that beautification is about a lot more than beauty. Research by Branas has documented that greening vacant lots affects community health and safety, adding to a growing body of evidence that environmental interventions change the way communities function. According to Branas, violent crime may simply be discouraged by the presence of well-tended lots that signal someone in the community cares and is watching over the space in question. In addition, vacant lots often serve as a storage spot or disposal point for illegal guns—options that are greatly reduced when lots are cleaned, greened, and maintained.¹⁶

How It Works

Philadelphia used cross-agency partnerships, led by the Philadelphia Office of Housing and Community Development, to share data and identify locations associated with crime and disorder for interventions. A master database of over 50,000 vacant lots in Philadelphia from 1999–2008 was assembled from Philadelphia Bureau of Revision of Taxes and Philadelphia Department of Licenses and Inspections records. This database was separated into lots greened by the Pennsylvania Horticultural Society and lots that were not yet greened.

Philadelphia police officers also played a role in identifying and reporting the vacant lots as they did their patrol work across the city. Many other lots were identified by community members through the PhillyRising initiative and other sources. The Philadelphia Police Department provided researchers with the dates and locations for many types of crimes and arrests from 1999 to 2008: aggravated assaults, aggravated assaults with guns, robberies, robberies with guns, narcotics sales and possession, burglaries, thefts, vandalism and criminal mischief, disorderly conduct, public drunkenness, and illegal dumping. The Philadelphia Health Management Corporation provided community-level health data.

Often, when a lot was identified, police officers joined up with community members and the Pennsylvania Horticultural

Society and got their hands dirty, cleaning, planting trees, and installing fences. Across Philadelphia, nearly 4,500 vacant lots totaling over 7.8 million square feet, received this treatment from 1999 to 2008.¹⁷ Captain Cram stressed that appointing ongoing community leaders to organize the continuing maintenance of the lots helps keep the community involved in the spaces and the safety of the neighborhood.

This represents the gold standard of community policing, the Philadelphia Police Department has found. Cleaning and greening a lot is a project that takes days—but maintaining the lot and using it for community gatherings, sports, and just plain fun, is how residents truly invest in their neighborhood, demonstrating that everyone has a hand in maintaining public safety.¹⁸

Results

Branas and his team analyzed the impact of this program over the course of a decade, using a statistical design that considered various health and safety outcomes.

A first study, conducted by researchers at the University of Pennsylvania School of Medicine and released in 2011, found a significant reduction in crime over 10 years in areas that had greened lots compared with areas where vacant lots had been left in disarray.¹⁹ A second study, also from the University of Pennsylvania, found that community members that lived near the greened lots felt safer.²⁰

"Police like the greening project," Branas said, "because it saves them both money and resources. The vast majority of the community is positive about it, too."²¹ Where some are concerned about gentrification stemming from these safer spaces, Branas stresses that there are successful solutions the city has begun to implement, like rent controls and control of property taxes, which prevent longstanding residents from migrating out of their neighborhoods.

Community policing, as an evolving practice, has manifested in different ways. Some police departments increase foot patrols or community meetings. However, without any real collaboration or long-term prevention strategies, community policing approaches can miss opportunities for meaningful impact. But when a project allows residents to be personally invested and active in public safety, community policing can make a long-lasting difference.

Looking Ahead

Across the United States, researchers and practitioners alike have been exploring how to merge the efforts of public health with police. Public health agencies and police departments in communities have traditionally been siloed. It can be difficult to work out the logistics of communicating



Before and after pictures of a lot greened by the Pennsylvania Horticultural Society's Philadelphia Land-Care Program in conjunction with the Philadelphia Office of Housing and Community Development.

regularly, sharing information, and deploying new, joint strategies to fighting community problems, but partnerships are a key ingredient for doing things differently. By forging new relationships with community members and local organizations, police departments can develop a better sense of where problems originate—whether in people or in places—and how prevention efforts can be deployed.

Budgets across the United States have tightened, so it can be a challenge to find the funds to start new initiatives, even if they hold the promise of saving time and money in the long run. One way to meet this challenge is to see if there are researchers at local universities who might be open to studying the results of a new project that uses a public health approach to crime prevention. If a researcher is on board from the beginning, the project will be better equipped to demonstrate its outcomes and apply for longer-term funding.

Once a project has become part of the department's general practice, it is important to think through sustainability, particularly given the reality of changing leadership. Once a police department has built connections with a local health department or university, memoranda of understanding can help ensure a long-standing partnership.

"At early community meetings over some shootings in our neighborhood, I said, 'This is the last time I'm going to be the one to call a meeting—what are *you* going to do about your neighborhood?' And then I make it clear that the police are there to help," Captain Cram said. This way, rather than being victimized, communities can start taking back some power over their neighborhoods. "Every community is different. But once you establish those leaders in the neighborhood and start reaching out to them," Captain Cram said, "that's where it starts."²² ♦

Notes:

¹Centers for Disease Control and Prevention, "The Public Health Approach to Violence Prevention," Injury Prevention & Control: Division of Violence Prevention, August 2014, www.cdc.gov/violenceprevention/overview/publichealthapproach.html (accessed November 6, 2014).

²Charles C. Branas et al., "A Difference-in-Differences Analysis of Health, Safety, and Greening Vacant Urban Space," *American Journal of Epidemiology* (2011), <http://aje.oxfordjournals.org/content/early/2011/11/11/aje.kwr273.full?keytype=ref&ijkey=9pNc5FdHqLOAvbU> (accessed November 6, 2014).

³Robert V. Wolf, *Law Enforcement and Public Health: Sharing Resources and Strategies to Make Communities Safer* (Center for Court Innovation, February 2011), www.courtinnovation.org/sites/default/files/documents/LawEnfPubHealth.pdf (accessed November 6, 2014).

⁴Nick Defiesta, "Urban Violence 'Disease' Dissected," *New Haven Independent*, October 15, 2013, http://www.newhavenindependent.org/index.php/archives/entry/esserman_talks_urban_violence_disease (accessed November 7, 2014).

⁵Andrew V. Papachristos, "Social Networks Can Help Predict Gun Violence," *The Washington Post*, December 3, 2013, http://www.washingtonpost.com/opinions/social-networks-can-help-predict-gun-violence/2013/12/03/a15b8244-5c46-11e3-be07-006c776266ed_story.html (accessed November 6, 2014).

⁶Nick Defiesta, "Urban Violence 'Disease' Dissected," *New Haven Independent*, October 15, 2013, www.newhavenindependent.org/index.php/archives/entry/esserman_talks_urban_violence_disease (accessed November 7, 2014).

⁷Dean Esserman (police chief, New Haven, CT, Police Department), telephone interview with Sarah Schweig, May 23, 2014.

⁸Mark Abraham et al., "New Haven Map and Infographic: Who Lives Near Homicides?" *DataHaven DataBlog*, January 28, 2013, <http://www.ctdatahaven.org/blog/2013/01/new-haven-infographic-homicides> (accessed November 6, 2014).

⁹Zoe Greenberg, "Brothers' Keepers," *The New Journal*, December 16, 2013, www.thenewjournalat Yale.com/2013/12/brothers-keepers (accessed November 6, 2014).

¹⁰Project Longevity, "New Haven," www.project-longevity.org/home/new-haven (accessed November 6, 2014).

¹¹Cynthia Hua, "Crime on Decline in Elm City," *Yale Daily News*, October 7, 2013, <http://yaledailynews.com/blog/2013/10/11/crime-on-decline-in-elm-city> (accessed November 6, 2014).

¹²Dean Esserman, telephone interview with Sarah Schweig, May 23, 2014.

¹³Michael Cram (captain, Philadelphia, PA, Police Department), telephone interview with Sarah Schweig, June 19, 2014.

¹⁴Branas et al., "A Difference-in-Differences Analysis of Health, Safety, and Greening Vacant Urban Space."

¹⁵George L. Kelling and James Q. Wilson, "Broken Windows: The Police and Neighborhood Safety," *Atlantic Monthly* (March 1982): 29–38.

¹⁶Penn Medicine, "More Green, Less Crime: Rehabilitating Vacant Lots Improves Urban Health and Safety, Penn Study Finds," press release, November 16, 2011, http://www.uphs.upenn.edu/news/News_Releases/2011/11/more-green-crime (accessed November 6, 2014).

¹⁷Ibid.

¹⁸"City Fighting Crime by Removing Grime," *Say What? The Philadelphia Inquirer* accessed via Philly.com, December 2, 2011, www.philly.com/philly/blogs/inq_ed_board/City-fighting-crime-by-removing-grime.html (accessed November 6, 2014).

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²¹Charles Branas (University of Pennsylvania, Penn School of Medicine), telephone interview with Sarah Schweig, July 2, 2014.

²²Michael Cram, telephone interview with Sarah Schweig, June 19, 2014.

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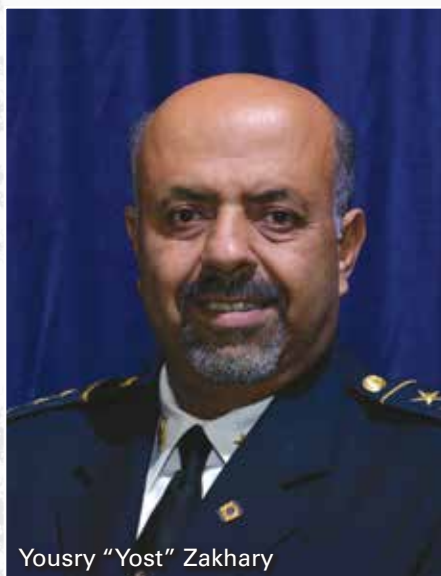
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REPORT OF THE 121ST ANNUAL IACP CONFERENCE ORLANDO





The IACP Board of Officers presided over the 121st annual IACP Conference and Expo in Orlando, Florida, with 16,007 attendees. Throughout the conference, the members of the Board attended committee, section, and division meetings to discuss issues with members and law enforcement leaders from around the world. Representatives from 84 countries attended IACP 2014.



Yousry "Yost" Zakhary



Richard Beary



Swearing In—2015 IACP Board of Officers

The IACP Past Presidents' participation is a vital part of the conference. Their years of leadership, experience guide our current leadership and planners in making the best conference possible for our attendees.

Back, from left: C. Roland Vaughn III (1991–1992); Harlin McEwen (Honorary President); Joseph Estey (2004–2005); Charles Gruber (1989–1990); Michael Carroll (2009–2010)

Center, from left: Mark Marshall (2010–2011); Russell Laine (2008–2009); Ronald Neubauer (1998–1999); Mary Ann Viverette (2005–2006); Joseph Samuels (2002–2003)

Front, from left: Charles Reynolds (1988–1989); Joe Casey (1987–1988); John Whetsel (1994–1995); David Walchak (1995–1996); Howard Runyon, Sr. (1983–1984)



IACP Past Presidents



Ronal Serpas



Terry Cunningham



Donald De Lucca



Jim Craze



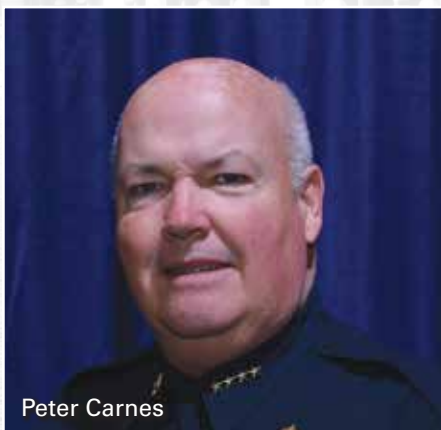
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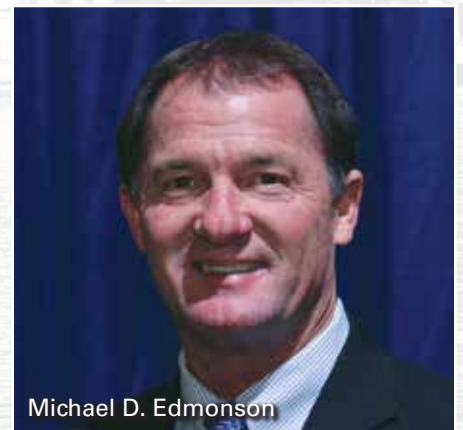
Barbara Fleury



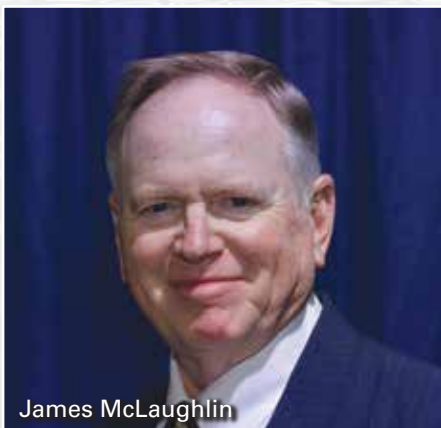
Dwight Henninger



Peter Carnes



Michael D. Edmonson



James McLaughlin



Vincent Talucci

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IACP 2013–2014 President Yousry “Yost” Zakhary presided over the general assemblies with keynote speeches delivered by Eric Holder, U.S. attorney general; James Comey, director of the Federal Bureau of Investigation; R. Gil Kerlikowske, commissioner of U.S. Customs and Border Protection; John Edwards, chief of Oak Creek, Wisconsin, Police Department; and Michelle Leonhart, administrator of the Drug Enforcement Administration.



Richard Beary

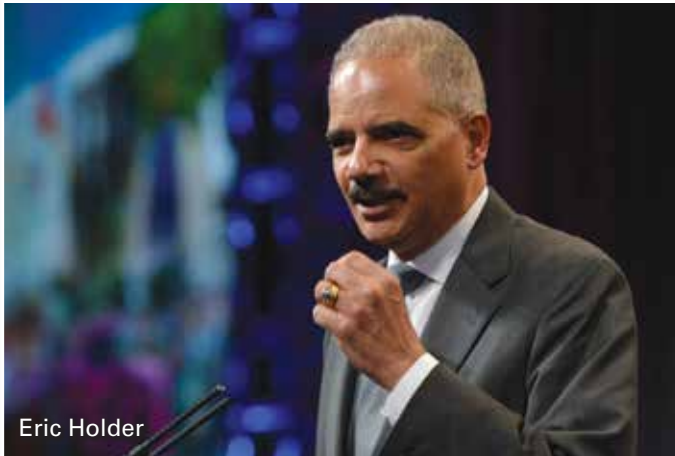


Yousry ‘Yost’ Zakhary



John Edwards





Eric Holder



James Comey



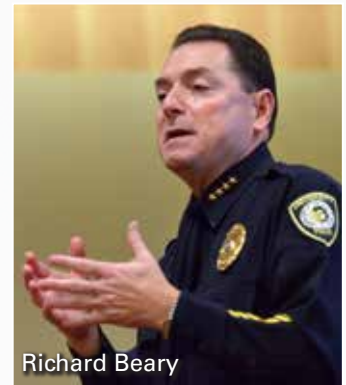
Michelle Leonhart



The official business of the IACP was conducted during the annual conference. Members engaged in discussions, debates, and voting that resulted in the approval of 20 new resolutions. A condensed version of the resolutions are provided in this issue; they can also be found online at www.theiacp.org/Portals/0/documents/pdfs/2014Resolutions.pdf.

Chief Richard Beary of the University of Central Florida Police Department was sworn in as the new IACP President, and Chief Louis Dekmar of the LaGrange, Georgia, Police Department, and Chief Paul Cell of Montclair State University, New Jersey, Police Department, joined the Board as third vice president and fourth vice president, respectively. Additionally, Chief Dwight Henninger of the Vail, Colorado, Police Department retained his position of Vice President-Treasurer.

The IACP also approved a change in membership categories and annual dues. See page 59 for details regarding these changes.



Richard Beary



Paul Cell



John Mina





Yousry "Yost" Zakhary



Claudionor Agibert



Michael Edmonson



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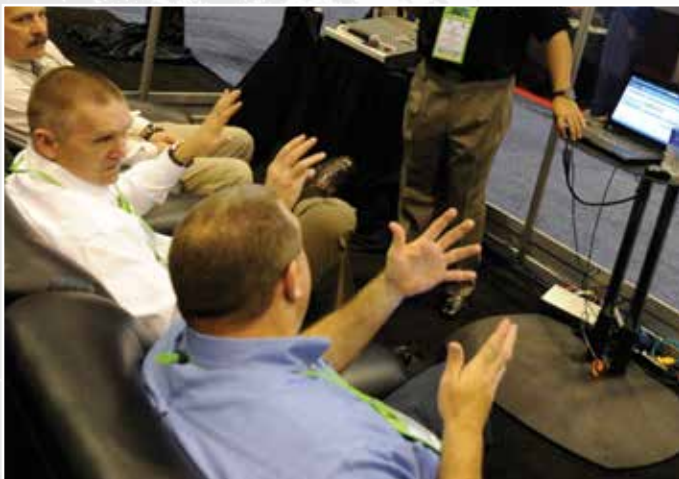
One of the top reasons to attend the annual conference is the array of educational sessions—the 2014 conference included 12 educational tracks and 247 workshops, along with 3 plenary sessions. The workshops provide attendees with practical information they can apply to their work and agencies.





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The annual IACP conference hosts the largest exposition of the world's leading providers of law enforcement equipment, services, and technology. IACP 2014 had exhibits by 820 companies, which allowed attendees to explore the latest services and products available to the law enforcement community. By the end of the conference, 77 percent of the exhibit space for the 2015 conference in Orlando, Florida, was sold.





SPECIAL EVENTS

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The exhibition hall officially opened with the cutting of the ribbon by IACP President Yousry "Yost" Zakhary and Chief John Mina, of the Orlando, Florida, Police Department, along with representatives of Appriss Incorporated; ecoATM; AT&T; Motorola; Cisco Systems, Inc.; and SunGard Public Sector.

Special events such as the Host Chief's Night, receptions, special dinners and luncheons, hospitality rooms, and the annual banquet added a good dose of fun to the conference.





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The IACP wishes to thank the city of Orlando, Florida; the Orlando Police Department; the 2014 Orlando conference planning team; Visit Orlando; the Orlando business community; and the conference sponsors who all contributed to a successful 121st IACP Annual Conference & Expo.



Orlando Mayor John 'Buddy' Dyer



Orlando Police Chief John W. Mina



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RESOLUTIONS

The following resolutions were adopted by the IACP at the 121st annual conference in Orlando, Florida. The list is organized by the division, section, or committee that submitted each resolution.

COMMITTEE ON HOMELAND SECURITY

Department of Homeland Security in Support of the National Network of Fusion Centers

This resolution supports the National Network of Fusion Centers and calls upon federal agencies to work with, and support, the continued evolution of the National Network of Fusions Center. It also encourages federal, state, and local agencies to carefully review the U.S. House of Representatives Committee on Homeland Security Majority Staff Report on the National Network of Fusion Centers and adopt those recommendations that are appropriate for the agency and mission. This resolution promotes the vision of the National Network of Fusion Centers which is to be a multidisciplinary, all-crimes/all-threats/all-hazards information sharing network that protects the United States' security and the privacy, civil rights, and civil liberties of U.S. citizens.

Deployment of Law Enforcement Agencies under the Emergency Management Assistance Compact (EMAC)

This resolution supports the concepts of the Emergency Management Assistance Compact to facilitate law enforcement mutual aid assistance between states; and that the agencies most affected and best suited to discuss and address the issues related to powers of arrest, use of weapons and deadly physical force, tort liability, and legal immunity for police actions taken by assisting law enforcement agencies when assistance is requested, are the lead law enforcement agencies of the involved states. Anytime that law enforcement resources are involved, the IACP supports the inclusion of the lead law enforcement agencies of both the requesting state(s) and providing state(s) in every step of the EMAC process, including in the initial process of determining the appropriate level of assistance required; the intermediate process of preparing the required paperwork

to make a formal EMAC request ("REQ-A") to ensure that matters related to powers of arrest, the use of weapons and deadly physical force, tort liability, and legal immunity for police actions taken are given due consideration and are clearly outlined, agreed upon, and resolved in the written EMAC request prepared for the requesting governor's signature; and in the deployment process to insure all accountability and documentation requirements are met.

DEFENSE CHIEFS OF POLICE SECTION

Co-Sponsor: University/College Police Section

Addressing Sexual Violence on College Campuses and Military Bases

This resolution calls upon law enforcement leadership in the military, universities, and colleges to partner with local and state law enforcement to prioritize efforts to address sexual violence and strengthen the response to these crimes that occur in these communities. It also supports the continued partnerships and collaborations among the military, university, college, and local policing agencies that are required to ensure the safety and security of communities and hold perpetrators of sexual violence accountable in order to best serve those service members and students who place their trust in these institutions.

FORENSICS COMMITTEE

Support for the Call for Law Enforcement Agencies to Adopt Rules and Procedures Calling for Follow-Up Investigation When Notified of a DNA Match

This resolution urges all law enforcement and criminal justice agencies to adopt rules and procedures calling for those agencies to fully investigate the results of all DNA testing and CODIS database investigative leads in a timely manner.

Co-Sponsors: Police Administration Committee; Police Investigation Operations Committee; Professional Standards, Image, and Ethics Committee; and Victim Services Committee

Support for Local Implementation of Upgrades to Improve Quality of Criminal Investigations

This resolution urges all U.S. law enforcement and criminal justice agencies to

consider the findings of the "National Summit on Wrongful Convictions: Building a Systemic Approach to Prevent Wrongful Convictions" report for applicability in their jurisdictions, and to use the report as the source document for future actions and recommendations to improve criminal investigative strategies, policies, and practices when determined appropriate by an individual law enforcement agency in order to ultimately prevent wrongful convictions. It also encourages all law enforcement and criminal justice agencies in countries separate of the United States to adopt the appropriate findings, conclusions, and recommendations contained in reports resulting from their inquiries and reviews to address the issues of wrongful convictions, and, where no such report exists, that they give just consideration to adopting as appropriate the findings, conclusions, and recommendations contained in the aforementioned report in order to ultimately prevent wrongful conviction.

HIGHWAY SAFETY COMMITTEE

Opposing Increases in Size and Weight of Large Trucks

This resolution opposes any increase in the size and weight limits of large trucks on U.S. roadways.

Support for the National Move Over Initiative

This resolution supports the increased enforcement of Move Over legislation and international efforts to ensure the roadside safety of law enforcement officers, firefighters, utility workers, and other emergency personnel in countries around the world.

IACP BOARD OF OFFICERS

IACP Support for the Rule of Law in Addressing Technology, Privacy, and Public Safety

This resolution urges all law enforcement agencies and the information technology and communications industries, as well as the U.S. Congress and the U.S. President to embrace, support, and adopt the enhancement of public safety through legislation and policies that will ensure that technology providers have the technical ability to comply with lawful court orders to the

RESOLUTIONS

same degree that other industries (banking, financial, etc.) are held and work with law enforcement to ensure the interests of the public's privacy and public safety are secure now and in the future. Therefore, an updated CALEA and the Electronic Communications Privacy Act (ECPA), as well as reasonable data retention regulations, should be pursued to be used as foundational legislation to provide a balance that ensures safety and security, doesn't inhibit industry, and protects the rights of citizens.

IACP DIVISION OF STATE AND PROVINCIAL POLICE

Co-Sponsors: State Associations of Chiefs of Police and Highway Safety Committee

Support for the Drive to Save Lives/Drive to Zero Campaign

This resolution supports the effort of the Drive to Save Lives/Drive to Zero campaign and its multi-year, ongoing effort by state police and highway patrols, county sheriffs, and municipal police agencies, to prevent the needless deaths that occur on roadways each year.

INTERNATIONAL POLICING DIVISION STEERING COMMITTEE

Support for the Non-Abolition of ATF

This resolution supports the need of maintaining the highest standard of credibility, training, support, and coordination provided by ATF among law enforcement agencies worldwide and strongly disagrees with H.R. 5522, the ATF Elimination Act, or any effort to abolish the ATF or transfer its functions.

JUVENILE JUSTICE AND CHILD PROTECTION COMMITTEE

Co-Sponsors: Victim Services Committee and Committee on Homeland Security

Sex Trafficking of Children and Minors within the United States

This resolution calls for sex trafficking of children and minors to be understood as acts of abuse and violence against children and adolescents; that minors who are trafficked for sexual purposes should not be considered criminally responsible for the commercial sex act that they are the victims of; and that

identification of victims, as well as any interventions, should do no further harm to these victims; and opposes the criminalization of victims of sex trafficking as it relates to the commercial sex acts that they are the victims of. This resolution also calls for training at all levels of law enforcement, nationally and internationally, including educating front-line officers on how to recognize and respond to it in the field; and law enforcement to investigate both the supply side (pimps/traffickers) as well as the demand side (buyers) of sex trafficking. It also supports the building and strengthening of relationships between law enforcement, the community, and victim service organizations to recognize, respond, refer, and assist victims; and calls for collaboration between local, state, and federal law enforcement agencies to share information and resources to identify and respond to victims and hold traffickers accountable. It also calls for the law enforcement community to advocate at the local, state, and federal legislative levels to increase the priority and allocation of local, state, and federal resources to combat the sex trafficking of children and minors; and encourages law enforcement agencies to develop a coordinated response and protocol on sex trafficking of children and minors in their communities.

NARCOTICS AND DANGEROUS DRUGS COMMITTEE

Raising Awareness of the Dangers of Fentanyl to Law Enforcement Personnel

This resolution states concern about the dangers law enforcement personnel are subject to each time they come into contact with fentanyl, and encourages greater awareness regarding these dangers and the best practices for safety and protection.

Raising Awareness That Opioid Abuse May Lead To Heroin Addiction

This resolution urges the law enforcement community to continue to emphasize the importance of education, treatment, and vigorous law enforcement as the primary tools for combatting opioid addiction, overdose, and death within our communities, while at the same time encouraging the use of naloxone to reverse the effects of opioid overdoses when required to save lives.

Opposition to the Enactment of H.R. 4709 – Removing the Attorney General's Authority to Issue Immediate Suspension Orders Under the Controlled Substances Act

This resolution opposes the enactment of H.R. 4709 and urges the U.S. Senate and the White House to take all possible steps to prevent its enactment.

Supporting the Collection and Reporting of Data on THC Extraction Laboratories to the Drug Enforcement Administration

This resolution supports law enforcement agencies collecting and reporting data on THC extraction laboratories to the Drug Enforcement Administration.

PUBLIC INFORMATION OFFICERS SECTION

Campaign to Establish Grass Roots Awareness of Police Officers Killed in the Line of Duty

This resolution will establish a campaign to provide the approved speedy release of accurate information by the IACP Public Information Officers Section (PIOS) to local and regional news media outlets to make

A copy of the resolutions adopted by the IACP at the 121st annual conference in 2014 can be found on the IACP website at www.theiacp.org/portals/0/documents/pdfs/2014Resolutions.pdf.

For more information, contact Sarah Guy at 703-836-6767 or guy@theiacp.org.

every incident of a police officer injured or killed in the line of duty a matter of grassroots awareness. The IACP will take a leadership role in encouraging its member chiefs to establish a long-term, ramped-up effort to utilize existing databases to gather and analyze the causes of police deaths and provide that statistical information to the PIOS for dissemination to all news media outlets in the region concerning every incident where a police officer is killed in the line of duty to help raise the consciousness of and garner the support of the community.

RESEARCH ADVISORY COMMITTEE

Pretrial Release and Detention Process

This resolution calls for law enforcement leaders to advocate in their jurisdictions, regions, and states for the use of a validated, empirically based risk assessment tool in

making pretrial release and detention decisions; legislation enabling the judiciary to use preventive detention for high-risk individuals; and the establishment of more robust pretrial supervision services, with the purposes of improving public safety.

STATE ASSOCIATIONS OF CHIEFS OF POLICE

Co-Sponsors: Psychological Services Section and Police Physicians Section

Assisted Outpatient Treatment

This resolution recommends the authorization, implementation, appropriate funding, and consistent use of Assisted Outpatient Treatment laws to ensure treatment in the least restrictive setting possible for individuals whose illness prevents them from otherwise accessing such care voluntarily.

VICTIM SERVICES COMMITTEE

Increasing the Awareness of the Lethality of Strangulation

This resolution supports statutes and legislation that hold perpetrators accountable for the potentially lethal strangulation assaults. It also supports training efforts, documentation forms and processes, and multidisciplinary partnerships for law enforcement that specifically address the occurrence, signs, symptoms, effective investigation, and the increased lethality of the power and control dynamics of strangulation assaults in cases of domestic and sexual violence.

The IACP Executive Committee approved the following changes to IACP membership at their meetings held during the 2014 IACP Annual Conference and Expo in Orlando, Florida.

- » Active and General Associate dues will increase to US \$150.
- » Retired, Not Working, and Over 65 Active and Associate dues will increase to US \$45.

The following subcategories of Associate Membership were created:

Academic Membership – US \$150

- » Available to instructors or researchers in criminal justice or related fields

Service Provider Membership—US \$250

- » Available to employees of companies or organizations providing services to or assisting the law enforcement profession

Leaders of Tomorrow (LoT)

Two levels of LoT Membership:

- » **LoT Sworn:** Available to sworn personnel not otherwise eligible for active membership
Dues: US \$75
- » **LoT Students:** Available to students enrolled at an accredited college or university in criminal justice or related discipline and not currently employed in a full-time law enforcement position
Dues: US \$30

Current members that qualify for the new subcategories of Associate Membership will be automatically enrolled.

These changes will take effect January 1, 2015.

Congratulations to IACP Life Members—Class of 2014. The following are to be commended for 20 years of active membership.

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London, Ontario, Canada

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The following Associate Members are to be applauded for their long-term commitment to the IACP.

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THE IACP FOUNDATION HOSTED THE EIGHTH ANNUAL FOUNDATION GALA

event on the opening night of IACP 2014 in Orlando, Florida. Over 350 guests joined the Foundation Board and the IACP leadership to honor the outstanding accomplishments of officers in the field over the past year through the IACP/Target Police Officer of the Year Award.

Through the support of committed private sector partners and individual donors, the IACP Foundation provides direct financial assistance through the Fallen Officer Fund to dependent spouses and children of officers who have lost their lives in the line of duty; educational assistance to children of officers who have been critically injured or killed in the line of duty; and enhances the efforts of the IACP's Center for Officer Safety and Wellness.

The board and staff of the IACP Foundation sincerely thank all of our partners as well as the individuals and organizations that participated in the gala dinner event and made it a tremendous success!



the **FOUNDATION**

MISSION: PROTECT-HONOR-SUPPORT

The mission of the IACP Foundation is to honor injured and fallen officers and their families, protect the safety of officers, and support the goals and programs of the IACP.



Police Officer of the Year Award

The IACP is proud to once again partner with Target to recognize exemplary performance in professional policing from both domestic and international law enforcement agencies. The IACP/Target Police Officer of the Year Award recognizes the daily sacrifices made and honors the heroic achievements of law enforcement's finest.

A tremendous number of applications were received this year, representing courageous stories of survival and valor, as well as exceptional examples of excellence in public safety. A panel of law enforcement executives carefully reviewed every submission and selected four remarkable finalists for recognition at this year's IACP Foundation Gala at IACP 2014 in Orlando, Florida.

The IACP and Target are proud to recognize Officer James Cunningham of the San Francisco Police Department, Airport Bureau as the 2014 Police Officer of the Year. His story, along with the outstanding stories of the other finalists, are highlighted here.



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Sergeant Lawrence A. Litzell, Jr.



Senior Officer Amador Gonzalez



Officer Justin R. Wester

OFFICER JAMES F. CUNNINGHAM

SAN FRANCISCO, CA POLICE DEPARTMENT

On the morning of July 6, 2013, approximately 35 minutes before noon, Officer Cunningham was patrolling the north end of the San Francisco International Airport airfield. Having no knowledge from the control tower or the cockpit that there were any problems with the day's flights, Officer Cunningham continued his normal patrol duties. Suddenly, on the opposite end of the airfield Officer Cunningham witnessed an airplane crash into the seawall prior to reaching the runway. He would later learn that he had just observed the crash of Asiana Flight 214.

Officer Cunningham accelerated his vehicle to the crash site despite knowing he would be going into a potentially catastrophic scene. Without regard to his own personal safety and without any type of breathing apparatus, he boarded the burning plane. Once on board, the officer cleared paths for injured passengers to exit, rescued those trapped in their seat belts, and aided the severely injured off the plane. Officer Cunningham successfully aided in saving the lives of 304 passengers.

SERGEANT LAWRENCE A. LITZELL, JR.

FLORIDA HIGHWAY PATROL

On the evening of December 28, 2013, Trooper Litzell attempted to pull over a vehicle for speeding. When the vehicle didn't comply, Trooper Litzell knew he had a pursuit on his hands. As the pursuit continued, the driver of the fleeing vehicle led Trooper Litzell into a heavily populated area, giving clear indication of his recklessness and lack of concern for the safety and well-being of the public. Knowing that innocent lives were at risk, Trooper Litzell made the decision to terminate the pursuit.

Not long after ending the pursuit he observed the vehicle enter a parking lot with its headlights off. As he drove toward the suspect vehicle, he saw two individuals exit the vehicle and flee on foot. Trooper Litzell continued to follow the suspects a short distance in his patrol vehicle before making the decision to pursue the suspects on foot. Not knowing one suspect had a .25 caliber handgun, Trooper Litzell continued toward the suspect when the suspect fired a shot that hit Trooper Litzell in the face. Realizing that his life was in grave danger, Trooper Litzell attempted to gain control of the suspect's weapon while pulling for his own duty weapon. Despite being seriously injured, Trooper Litzell fired two fatal rounds into the chest of the suspect.

SENIOR OFFICER AMADOR GONZALEZ

CORPUS CHRISTI, TX POLICE DEPARTMENT

On March 20, 2014, Senior Officer Amador Gonzalez was responding to assist a fellow officer who was attempting to make contact with a person who fit the description of a prowler. As Officer Gonzalez arrived on scene, he observed the suspect pull out a gun and begin firing at him and the other officer. Seconds later, he witnessed the other officer go down after being hit in the neck and leg. Officer Gonzalez would later learn that he had been struck by a bullet as well.

Officer Gonzalez immediately returned fire, wounding the suspect in the chest. The suspect then got into one of the patrol vehicles and attempted to flee the scene. In his attempt to evade capture, the suspect struck a telephone pole and was apprehended. Despite being wounded, Officer Gonzalez rushed to the aid of his fellow officer who was severely bleeding and applied a tourniquet. Officer Gonzalez's quick-thinking, action, and selfless service, helped to save the life of a fellow officer.

OFFICER JUSTIN R. WESTER

NEW BERN, NC POLICE DEPARTMENT

On March 28, 2014, Officer Justin R. Wester was responding to a call for back-up assistance from a fellow officer. Once Officer Wester arrived on scene, he was made aware that the fellow officer was conducting a traffic stop on a bicycle for an equipment violation. During the course of the stop, that officer detected the odor of marijuana coming from the violator and requested back up. While the officer was questioning the suspect, the suspect became verbally aggressive and took off running.

The officer who had been questioning the violator and Officer Wester then pursued the suspect on foot. In the course of the foot pursuit, the suspect pulled out a handgun and fired at the officers. The officer that originally questioned the suspect was shot in the face and fatally wounded. Observing his fellow officer go down, Officer Wester was determined to apprehend the suspect. As he pursued the suspect and ordered him to stop, the suspect ignored the orders and fired at Officer Wester, striking him in the leg. Despite his injury, Officer Wester continued to pursue the suspect—returning fire and fatally wounding the suspect.

Product Feature:

Unmanned Aerial Vehicles: More Than a Surveillance Tool

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 unmanned aerial vehicles.

Early this summer, Mike Herdman went missing during a camping trip in Los Padres National Forest in California. Rescuers searched for the 34-year-old firefighter, but the forest spanned an area twice the size of the Grand Canyon. The story ended on a sad note, when Herdman was later found dead, presumably from an accidental fall. However, during the search process, authorities were able to cover more ground in a shorter amount of time than a typical search on foot, thanks to the use of unmanned vehicles.¹

Unmanned vehicles, often referred to as drones, are frequently on the receiving end of close scrutiny, especially when used in domestic situations. But these vehicles are not used only in the surveillance capacity with which they are most typically associated. According to experts, unmanned vehicles can have an impact in other ways, such as helping law enforcement agencies get a bird's-eye view of a situation without risking officer safety or breaking the bank for traditional manned aircraft.

"Use of these vehicles has really expanded. Everyone has seen their uses, both some positive and some negative," said Bill Davidson, CEO of UAV Solutions, Inc., an unmanned vehicle manufacturer based in Jessup, Maryland. "These products can be used for more than just surveillance. They are not spying vehicles. They can be used for things like search and rescue. Rather than an eye in the sky, they can be seen as more of a force multiplier."²



Unmanned aerial vehicles (UAVs) are generally defined as any aircraft that can fly without a human pilot on board. Their most famous incarnation is probably the so-called Predator drone, used by both the U.S. Air Force and the Central Intelligence Agency and whose live combat and reconnaissance roles in the Afghanistan and Iraq wars, among other military theaters, has been widely documented.

Though government and military leaders have lauded Predator drones for their precision and effectiveness, their use has also met with criticism from foreign governments and human rights groups that claim drone strikes are responsible for high numbers of civilian deaths.

As many domestic law enforcement agencies are instituting or expanding UAV surveillance programs, a number of state legislatures are moving to restrict the use of drones via methods such as enacting legislation requiring probable cause

warrants before drones may be used in an investigation.

With legislators and the public concerned about their use, the future of UAVs as surveillance tools is uncertain. However, many different styles of UAVs exist, and drone manufacturers point out several uses for UAVs besides surveillance that can enhance public safety and law enforcement efforts without stoking fears about privacy or igniting public controversy.

"Unmanned vehicles have a large number of applications," said Steve Gitlin, vice president of communications at AeroVironment, Inc., a California-based maker of UAVs, including the ones used to search for Herdman. "You can conduct aerial searches for a lost person, for a senior citizen who has wandered away in an urban environment, or to increase situational awareness in a hazardous event. They are enormously useful in recovery operations."³ Gitlin tells the story of police officers who pursued a

suspect into a cornfield. After some time, using a UAV allowed the officers to determine that the suspect was no longer in the field, thus preventing a continued search that would have exhausted many man-hours with no useful outcome.

Drones and other models are being specifically made with the law enforcement community's needs—and budgets—in mind. Rotary vehicles like the Phoenix 60 by UAV Solutions and Qube by AeroVironment allow first responders to literally rise above the scene. "[Unmanned aerial vehicles] give the law enforcement agents and first responders more efficiency on their missions," Davidson said. "It allows them to inspect areas more quickly and more thoroughly. We're taking what has been learned in the last decade around unmanned systems and bringing it to law enforcement, and at a lower cost."⁴

In a law-enforcement context, most unmanned vehicles are either a small, fixed-wing airplane that is launched by hand, or a rotary hovering aircraft more akin to a tiny helicopter. In both cases, pilots control the aircraft from the ground. Most public safety drones are equipped with tools like cameras, infrared sensors, and communications links.

Beyond that, physical dimensions can vary. Some, like UAV Solutions' Phoenix 15, are small enough to fit in the palm of a hand. Others, like AeroVironment's fixed-wing Raven aircraft—which AeroVironment claims is the most widely used UAV in the world—are longer; the Raven has a 4.5-foot wingspan.

UAV Solutions' Phoenix 60, another rotary-style model, can be ready to deploy in minutes. It has a battery life of 40 minutes when not tethered to a power source and has a travel range of up to two miles. The 15-pound, 30-inch vehicle can fit in the trunk or bed of any vehicle.

Rotary drones, like the Phoenix models or AeroVironment's Qube, have some advantages over their fixed-wing counterparts. For one, federal regulations can be restrictive for traditional UAVs, but do not apply to rotary drones. Rotaries also have maneuverability. "They can hover in place and can work in confined spaces," Gitlin said. "They are small, portable, and fly low, so you can get a better view of whatever you're looking at."⁵

Fixed-wing drones tend to have more flight ability. AeroVironment's Puma model has a 9.2-foot wingspan and weighs 13.5 pounds. It can travel up to 15 kilometers at an altitude of up to 500 feet.

According to Davidson, a military drone would be effective for law enforcement, but can cost between \$50,000 and \$100,000—well out of range for many law enforcement agencies. A hobbyist's unmanned vehicle, meanwhile, might cost only as little as a few hundred dollars, but would not come

These products can be used for more than just surveillance.

They are not spying vehicles. They can be used for things like search and rescue. Rather than an eye in the sky, they can be seen as more of a force multiplier.

equipped with all the needed capabilities.

UAV Solutions' models for law enforcement and public safety agencies start at \$3,500, with a top price tag of around \$30,000. These devices are especially cost-effective when compared to the average police helicopter, which has more capabilities but would require more maintenance and training costs, as well as the higher up-front expenditure.

"Having a helicopter or an aerial unit may require multitudes of people for maintenance and to operate the vehicles," Davidson said. "The cost per hour of a helicopter is higher than it is for unmanned vehicles."⁶ Officers also can learn to pilot drones without extensive experience or training. AeroVironment offers online training that can be completed in short order and a ground control interface that can be operated using a mobile tablet device. Officers need not have any prior flight experience in order to be eligible to train for drone pilot certification.

In the fall, UAV Solutions also unveiled DragonView, a new line of sensors that can be integrated into existing air vehicles and other structures. The digitally stabilized sensors contain video recording and object tracking technologies. "It provides a better asset than a toy," Davidson said. "It is not a spying [tool]. Small municipalities can go in and assess a situation prior to sending in agents and prior to using more of their assets."⁷

Several other companies manufacture a variety of unmanned aerial vehicles for use in the public safety and law enforcement sectors. Bethesda, Maryland-based aeronautics engineering giant Lockheed Martin is one company to enter this space in recent years, and smaller companies such as ReconRobotics, headquartered in Edina, Minnesota, and the Ontario-based company Frontline Robotics also create unmanned aerial vehicles. Even European automobile manufacturer Saab has developed the Seaeye, an underwater unmanned vehicle. ♦

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²Bill Davidson (CEO, UAV Solutions, Inc.), telephone interview, September 16, 2014.

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Product Feature:

Source List for Predictive Policing

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

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How Can **Mobile Biometric Technology** Revolutionize the Arrest and Booking Process?

By Jeffrey A. Rose, MEd, Captain, San Bernardino County, California, Sheriff's Department

While patrolling a high-crime area, a deputy performs a traffic stop on a vehicle speeding through an apartment complex known for drug activity. Upon approaching the vehicle, the deputy notes that the driver appears nervous and seems to be looking for an escape route; when asked for identification, the driver cannot produce any, but does provide a name. However, his evasiveness makes it very likely that the name is false.

The warrant check run by the deputy does not bring up any records; however, because of the driver's suspicious behaviors, the deputy calls upon a new tool—a mobile identification device. The device captures a thumbprint from the subject, and, within a minute, the deputy has the driver's real name and his record—including three no-bail warrants and a notation that he is considered "armed and dangerous." After being taken safely into custody, the driver informs the officer that he has evaded arrest in four previous traffic stops simply by lying about his name. Without the new technology employed by the deputy, this would have been escape number five.

In this real-life example, mobile biometric technology assisted the deputy in the apprehension of a dangerous criminal, but what else can this new innovative technology do to help law enforcement officers in the field or in a jail facility? Could mobile biometric technology help with prison overcrowding and efficiency, or perhaps save law enforcement agencies thousands of dollars each year in false arrest lawsuits? More importantly, could mobile biometric technology help protect law enforcement officers on the street? Law enforcement has scratched only the surface on the many uses for mobile biometric technology.

The Benefits of New Technology

Technology in criminal justice is advancing at a tremendously rapid pace. Old technology has been integrated into advanced and evolving technology. For example, fingerprints are one of the oldest and most proven methods of suspect identification, and, in years past, officers used ink to capture fingerprints during the booking process. Currently, officers use computer live scan devices to electronically capture and

send the fingerprints to regional or national databases for identification. Increased computing power and carefully crafted algorithms have made it possible to automate the quick and accurate identification of various biometrics.

Additionally, as technology and hardware become smaller and more portable, technology companies that specialize in biometric identification have brought a powerful breed of tools to law enforcement and expanded the use of mobile fingerprint devices to include facial recognition and iris identification. The new multimodal technology is further revolutionizing law enforcement because it can also be used in a patrol setting.¹ Technologies that integrate biometrics and forensic science are continuing to change how law enforcement officers do their job effectively and efficiently, which will have a significant effect on the entire criminal justice system.

Mobile Biometric Identification—What It Is

According to the National Law Enforcement and Corrections Technology Center, the term "biometrics" refers to anatomical,



physiological, or behavioral characteristics that can be used for automated recognition.² Signatures and voice fall into the behavioral category, while blood and DNA are physiological characteristics. Anatomical characteristics such as fingerprints, irises, and faces are the most frequently used biometrics because they can be measured quickly and easily at a reasonable cost.

Mobile identification devices utilize specialized hardware and software that integrate various biometric characteristics to identify a subject. The devices are handheld and portable, which makes them a useful tool for law enforcement. The device is basically a smaller version of the fixed live scan fingerprint systems used in correctional facilities. Mobile identification devices are equipped to capture fingerprints and photographs, which are electronically sent to computer databases for comparison. The computer search takes only a few seconds and provides the officer with various demographic information about the subject, including name, date of birth, driver's license number, photograph, and physical description. Some devices are

also configured to search county databases for outstanding warrants.³ As mobile biometrics moves from the research lab to the field, some law enforcement agencies have already tested, and are now using, mobile identification devices to positively identify subjects in patrol settings.

The San Bernardino County, California, Sheriff's Department has one of the largest deployments of mobile identification devices in the United States. San Bernardino County is the largest geographical U.S. county with approximately 20,056 square miles, much of it encompassing rural communities.⁴ Due to the size of the county, it may take a deputy several hours to travel to a local jail to verify somebody's identity; instead, deputies on patrol utilize mobile identification when possible, which saves thousands of dollars each year in staff and travel time alone. For example, a deputy assigned to the Barstow station recently used mobile identification technology to identify a subject traveling through the county to Las Vegas, Nevada. The subject was stopped for speeding and had no driver's license or form of identification. The deputy quickly identified the subject using mobile identification and arrested him for outstanding warrants. A vehicle search was conducted and a large amount of narcotics were found.⁵ Without mobile identification capabilities, the deputy would have had to drive 1.5 hours to the closest jail to fingerprint and hopefully identify the subject.

Several other law enforcement agencies have already purchased mobile identification devices, including the Los Angeles County Sheriff's Department, the Riverside County Sheriff's Department and the Los Angeles Police Department (all in California). The software can be customized based on the needs of a specific agency, and the devices cost \$1,500–\$3,000 each. Some departments that cannot afford the cost of the devices on their own have formed regional partnerships with larger departments to save money.

How Mobile Identification Can Improve the Arrest and Booking Process

Historically, law enforcement officers are trained to make an arrest and then transport the suspect to a local jail for booking. This is great in theory, but what happens when the jail is already at capacity? For example, in 2011, California Governor Edmund Brown signed Assembly Bill (AB) 109, which reduces the amount of low-level inmates that are incarcerated into California state prisons.⁶ If an inmate is convicted

of a qualifying low-level offense, he or she is sent to a county jail facility for the entire term. AB 109 has placed a significant burden on local jail facilities because they will now need to process and house additional inmates within their county jail facilities.⁷

When a jail reaches capacity, inmates are often released early. Some inmates are now being released on the same day they were booked because their booking offense was considered low level or nonviolent. In California, local jails have established high bail restrictions for warrant arrests to help mitigate prison overcrowding. The use of mobile biometric technology would not only enhance an officer's ability to identify a suspect in the field, but it could also enhance the overall arrest process because the suspect is positively identified at the beginning of the entire process.

Once the suspect is identified, the officer can decide if he or she needs to be transported to a jail for processing. By expanding the mobile identification platform, officers could actually arrest and properly book a suspect in a patrol setting. Mobile identification software can be configured to accept fingerprints, photographs, and the necessary demographic information to complete a "mobile booking" process, which would eliminate the need to transport a subject to a local jail and help reduce prison overcrowding.⁸

The police arrest thousands of suspects each year for misdemeanor offenses like petty theft or vandalism in the United States. In many cases, those suspects are never fingerprinted or photographed due to jail overcrowding; suspects are sometimes released from the scene with a citation. This precludes the collection of key biometric data (fingerprints and photographs) that are often used to help solve previous or future crimes.

If more law enforcement agencies had the ability to arrest, book, and release the subject in the field, there would be fewer inmates incarcerated in local jails and thousands of dollars each year in staff and transportation costs might be saved. For example, the average cost of incarceration for an inmate in California is \$47,102 per year or \$129 per day. This includes housing, health care, food, and transportation. The average daily inmate population in California is 167,276, which equates to approximately \$7.9 billion annually dedicated to the care of prisoners.⁹ If law enforcement agencies reduced the numbers of nonviolent bookings by 10,000 per year, the annual net savings would be over \$2 million. Since the

police arrest almost 1 million persons each year for misdemeanor offenses, the actual savings could be significantly higher.¹⁰

Improving Efficiency within Correctional Facilities

The standard booking process at a local jail requires the suspect to submit his or her fingerprints, which are captured by a computer or live scan device and then electronically submitted to the Automated Fingerprint Identification System (AFIS) to positively confirm the suspect's identity. Some law enforcement agencies also use additional biometric or forensic measures to help identify a subject such as facial recognition software, iris identification systems, and DNA testing.¹¹

A common point of complaint from patrol officers is the amount of time it takes to book a prisoner into a local jail. Officers must wait for the booking officer to locate the suspect in a jail information management system (JIMS), verify the booking application information (name, address, etc.), and enter any new changes into the system. This process can keep an officer off the streets for hours depending on the jail. If, however, more law enforcement agencies used biometric technology, the booking process time could be significantly reduced. If officers' use of mobile identi-

cation can positively identify a suspect in the field, it saves time at the jail because the suspect has already been identified. The booking officer can quickly locate the suspect by his or her statewide identification number, with the net result being that officers can return to the field more quickly, thus spending their time where they are best used instead of waiting for administrative processes to be completed.

In addition to mobile biometric identification devices, fixed biometric fingerprint scanners can also be installed in the intake areas of the jail to simplify the booking process.

Incoming officers can simply have the suspect place his or her finger on the scanner for immediate identification. And the suspect's prior demographic information can be electronically transmitted to the jail information management system. This saves time because the booking officer does not have to re-type the suspect's information—he or she adds the new charges and inventories the suspect's property, and the suspect is booked.

Single-finger fingerprint scanners can be installed at the infirmary, housing units, and release window of a corrections facility. The single-finger scanners allow jail personnel to quickly identify inmates as they move around the facility and are eventually released from custody. This is important because

inmates will sometimes try to conceal their identities by switching identification cards or wristbands in hopes of being released from custody prematurely.¹² Biometric scanners can also be utilized at local courts to quickly identify subjects that are in custody and those who are out of custody. Biometric technology will allow court personnel to positively link the specific charge or conviction to a specific person. This is very important considering many suspects that appear in court are "long formed" and have never been formally booked into a local jail facility.

In January 2006, the National Institute of Justice (NIJ) conducted an inmate tracking study at the U.S. Naval Consolidated Brig (hereinafter Brig) in Charleston, South Carolina. NIJ focused the study on inmate movement within the Brig and wanted to quantify the significance of biometrics in jails. The study concluded that the use of biometric technology improved the overall efficiency of the Brig.¹³ Beyond mere efficiency, however, biometric identification helps to prevent what can be one of the most serious issues of liability—the misidentification of individuals accused of crime.

Civil Liability Issues

So what happens if an officer comes into contact with someone with the same name and date of birth as someone else and places

A banner for the LEIM 2015 conference. The background features a grayscale image of the San Diego skyline across a body of water. A large, faint watermark of the International Association of Chiefs of Police (IACP) seal is visible in the upper left. The text "LEIM 2015" is prominently displayed in the upper right, with "2015" in a larger, blue font. Below this, the dates and location "May 18-20, 2015 | San Diego, CA" are written. The phrase "Registration Now Open!" is centered in a large, white, italicized font. At the bottom left, there is a call to action: "Learn more about the 39th Annual IACP Law Enforcement Information Management Training Conference and Technology Exposition at www.theiacp.org/leim-conference".

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the subject under arrest for an arrest warrant? Without biometric proof, the officer may never know if they have the correct subject listed on the arrest warrant. Beyond the distress caused to the wrongly identified individual, this is important to agencies because the arrest of a misidentified person can result in a false arrest lawsuit.¹⁴ For instance, on August 9, 2006, Heather Williams was arrested by the Vanderburg Sheriff's Department for an outstanding warrant. Williams spent the night in jail and was later released when officials realized that they had arrested the wrong person. Since the officers did not have mobile biometric technology available, they were unable to verify that they had the correct person in custody. Williams was "identified" and arrested based on her name and date of birth. The family sued for false arrest and settled for an undisclosed amount of money.¹⁵


In years past, the courts were often lenient with law enforcement agencies if they made a false arrest as long as they acted in good faith.¹⁶ However, with the advances in technology and biometrics, it is possible for magistrates to more closely scrutinize an officer who has the ability to use tools such as mobile identification devices.

In San Bernardino County, officers are trained to use mobile identification whenever there is some discrepancy over the true identity of a suspect listed on a warrant. Other agencies like the Riverside County Sheriff's Department and the Los Angeles County Sheriff's Department also use mobile identification to avoid false arrest lawsuits. Law enforcement agencies must adopt thorough and comprehensive policies and procedures to avoid costly mistakes; using biometric identification can be a cornerstone of such policies.¹⁷

Implications for Law Enforcement


The implications of mobile biometric technology on law enforcement are substantial. Some law enforcement agencies are already using mobile identification technology, but on a limited



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basis. Expanding the use of mobile biometric technology across the United States will improve the overall efficiency of the criminal justice system and save agencies and local governments thousands of dollars each year by eliminating the need to physically house petty offenders at a local jail.

Research has clearly shown that the use of fixed or mobile biometric technology can help improve the overall efficiency of the arrest and booking process. With proper use, correctional facilities can operate more efficiently and the amount of inmates incarcerated for low-level crimes will also decrease. Additionally, the use of mobile biometric technology can improve officer safety because officers will be able to identify suspects within seconds, which gives the officers accurate information and added protection. Another important implication of mobile biometric technology is the decrease in civil lawsuits and false arrest claims. The use of mobile biometric technology will eliminate common mistakes made by officers because they will use fingerprints as a way to positively identify subjects before taking them into custody.

Finally, as with any new technology, issues with privacy and the potential violation of the defendant's constitutional rights could arise. The collection of biometric data has many privacy and civil liberty concerns attached to it including scalability, reliability, and the security of the data collected. Opponents to this type of technology argue that biometrics was designed for military use and not for domestic use. The potential for misconduct and misuse of this type of technology cannot be overlooked, and it has been argued that police officers should obtain a warrant before collecting any biometric data.¹⁸ Law enforcement agencies considering the use of these tools, as with all new technologies, should adopt specific policies on when mobile identification devices are to be used and how the biometric data are kept and for how long.

This type of technology could also have an impact on the community. Generally, the community supports the mission of law enforcement and wants criminals to be kept away from society by housing them in local jails. However, mobile biometric technology will challenge that premise because more nonviolent criminals may be booked in the field and released while waiting for a complaint to be filed by the district attorney's office. Law enforcement agencies should be prepared for objections to this new procedure, if applicable, because community members are used to most suspects being immediately taken to a jail facility. However, the community will receive the benefit of having more officers in the field handling calls for service because they will not be spending time processing an inmate inside of a local jail. By using mobile biometric technology, law enforcement agencies will become more professional in the eyes of the public and employee morale may improve.

Conclusion

To increase productivity and efficiency, law enforcement organizations must continue to search for new technology to assist them in fighting crime. Budgetary constraints and the needs from the community are always changing, and law enforcement organizations must adapt quickly. Advances in mobile biometric technology can easily revolutionize law enforcement agencies in the next 10–20 years. Ten years ago, nobody thought about capturing a fingerprint in a patrol setting and sending it electronically to a fingerprint database. Today, biometric technology is increasingly expanding and proving to be a great tool for law enforcement.

Law enforcement managers need to consistently look to the future and determine how technology can help keep the community safe by identifying criminals and arresting them when necessary, while protecting the constitutional rights of all subjects. The use of mobile biometric technology in law enforcement is becoming an essential and critical component of the criminal justice system. As time and technology advance, the role of officers may evolve to include new skills or responsibilities; as a noted futurist named Gene Stephens concluded "educated police officers with

improved people skills and a stronger grasp on emerging technologies will be crucial to successful policing in the future."¹⁹ ♦

Jeff Rose is a captain with the San Bernardino County Sheriff's Department and has been a member of the department for over 27 years. Captain Rose has worked a variety of assignments including patrol, investigations, watch commander, and management. He is currently the commander of the West Valley Detention Center, which is one of the largest jails in California. Captain Rose has extensive history in technology projects including biometrics. He also teaches information technology at several universities throughout the United States.

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

George Bincarowsky, Lieutenant (ret.), New York City, New York; Bayside, New York (life member)

William C. Cunningham, Principal Consultant, Hallcrest Systems Inc., Amelia Island, Florida

George H. King, Chief of Police (ret.), Watchung, New Jersey; Macungie, Pennsylvania

Wilbert T. Travers Jr., Colonel/ Superintendent (ret.), Maryland State Police; White Hall, Maryland (life member)



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Residence Address: _____

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Business Phone: _____ Fax: _____

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Signature: _____ Date of Birth: (MM/DD/Year) ____/____/____

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

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Date elected or appointed to present position: _____

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

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All memberships expire December 31 of each calendar year.
Applications received after August 1 will expire the following year.

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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.

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 deployment portable video surveillance system

Total Recall has integrated superior technologies and the highest imaging, as well as the ease of portability and simplified installation. The result was the creation of its newest product: CrimeEye-Rapid Deployment (RD). CrimeEye-RD is a lightweight, self-contained unit that can be deployed by one person on almost any type of pole in minutes. The unit is designed to be deployed and retrieved with ease. There is a Wi-Fi router that allows wireless access to the system, as well as a cellular modem. The CrimeEye-RD can stream a low frame rate using cell technology and simultaneously records locally at 15PPS to an NVR stored within the unit.

For more information, visit www.totalrecallcorp.com.



Patrol vehicles

Chevrolet announces the all-new 2015 Chevrolet Tahoe 2WD Police Pursuit Vehicle (PPV) and 4WD Police Special Service Vehicle (SSV). Both vehicles have a new, more powerful, and efficient EcoTec 5.3L V-8 engine rated at 355 horsepower, which will give drivers 11 percent more horsepower than previous versions. With the addition of electric power steering, the Tahoe has the precisely tuned responsiveness needed in pursuit situations. More high-strength steel, increased body stiffness, suspension improvements, and a wider track for increased stability helps the 2015 Tahoe PPV offer improved ride and handling designed for pursuit. The Tahoe PPV is the only body-on-frame, full-size SUV designed for extreme pursuits. A strong body structure absorbs crash energy, and the vehicle provides a protective "safety cage" around occupants. Rear park assist and backup camera come standard on the vehicle. As with previous models, the 2015 Tahoe PPV and SSV deliver fully integrated electrical systems, making it easier for the aftermarket installation of police-specific equipment such as light bars and police radios. An industry-exclusive auxiliary battery allows officers to power their equipment when the vehicle is not running, avoiding drain on the primary battery.

For more information, visit www.gmfleet.com/police.

Active shooter incident toolkit

A new emergency toolkit that coordinates and improves responsiveness to an active shooter or hostile intruder incident has been introduced by Kingfisher Medical, the North American partner of TSG. The Rapid Onset Violence Emergency Response kit, or ROVER, provides first responders with a deployment-ready, suitcase-sized toolkit to efficiently coordinate information, rapidly treat life-threatening injuries, and quickly remove the injured. The toolkit addresses the new paradigm shift among EMS, fire, and law enforcement to work as a team—on scene—with a more coordinated and efficient approach. The toolkit lid opens to the whiteboard with pre-printed cues for command staff, as well as information gathering. This keeps all emergency responders on the same page with the number of victims, victim location, and other vital treatment information. The ROVER toolkit also includes a number of IFAK trauma kits with rapid intervention supplies to treat those most seriously injured. The compact kits are MOLLE compatible and pre-stocked with life-saving devices or can be custom configured to the agency's needs or protocols. Additionally, ROVER includes the military grade Xtract, a lightweight device that cocoons victims for a faster and safer extraction from the scene.

For more information, visit <https://kingfishermedical.com>.

Boots

Magnum Boots is here to help protect your feet with all the bells and whistles necessary to keep officers safe as can be while wearing the uniform and badge. Stealthforce Men's and Women's 6.0/8.0 have a full grain leather and denier nylon uppers that delivers performance, durability and flexibility. i-shield technology keeps officers' feet dry and clean while Agion anti-microbial treatment gives officers' feet a shield against bacteria. The Stealthforce is airport safe and features a Cambrelle moisture-wicking lining to keep officers' feet dry. Other qualities are included, along with a side zipper option.

For more information, visit <http://us.magnumboots.com>.

In-car camera

Patrol Witness, by 247Security, is introducing Pan Cam to the in-car law enforcement market. Mobile video is improved with Pan Cam providing a better evidence package with hands-free operation. Pan Cam ensures a more comprehensive visual around the officer's car without manual zooming and focusing. With HD Quality, Pan Cam can be built into the force's video program at a fraction of the cost of current PZT camera solutions. Police officers have enough on their hands when dealing with a roadside situation without having to aim and zoom a forward-facing camera. Pan Cam gets the "whole picture" without the officer touching the video system. It captures the widest view, across three lanes, offering a clear view of cars and persons of interest at close and long range. Clear images are captured up close to the car hood and out to the long view, simultaneously, without system manipulation by the officer.

For more information, visit www.patrolwitness.com.



Feature-rich update for smartphone app

Berkeley Nucleonics Corporation (BNC) has released PeakAbout V3.5 for the SAM III family of Radiation Isotope Identifiers (RIID). The update to the smartphone app is packed with new features that simplify and expand the capabilities of existing isotope identifiers in the field. Some of the handy updates in V3.5 include the following. (1) Finder Screen—Slide the DoseRate odometer to the side and a Finder-Mode replaces it. This useful time versus count rate dynamic histogram will be familiar to SAM users, but the resolution of the latest smartphones and detailed labels in PeakAbout add unparalleled clarity when searching for sources. This visually effective surveillance mode detects momentary increases of activity that give the operator a second chance to locate a source that could have otherwise passed unnoticed. (2) Help Text Pop-ups—In critical situations a responder has more important things in mind than recalling symbols, names, and characteristics of isotopes. PeakAbout gives the user additional details to assist. Touch the peaks of an identified nuclide in the spectrum and get immediate help. (3) Health Safety Alarm—Multiple alarm thresholds are ideal for Rad Workers or Nuclear Power applications, where users are interested in small radiation level changes as well as large health risks.

For more information, visit www.BerkeleyNucleonics.com.

Ballistic door panels

Advanced vehicle armor transforms a police car door into a tactical shield in minutes. Angel Armor announces its newest innovative product line of ballistic door panels for law enforcement vehicles that exceeds standards in ballistic protection while delivering the fastest installation in the industry. These ballistic door panels are cost-effective, durable, lightweight, and weatherproof. They provide law enforcement with maximum safety and peace of mind, exceeding NIJ IIIA standards for multi-round protection, as well as providing special protection against rounds such as the .45 ACP Speer Gold Dot Hollow Point and 9 mm Luger Federal LE Tactical Hydra-Shok. Installed inside the door within minutes, the panels protect while adding less than nine pounds to the vehicle door. Installation time ranges from 5 to 15 minutes, and each panel is custom fit per vehicle model to ensure a clean install with maximum protection. They are designed to fit seamlessly into the Ford Interceptor Utility Vehicle, the Dodge Charger Pursuit, the Chevy Tahoe PPV, and the Chevy Caprice PPV. Custom designs are available for other vehicle models as well.

For more information, visit www.angelarmor.com.

Investigative genetics technology

Every year, investigators collect tens of thousands of biological samples from crime scenes that may hold valuable clues to solving criminal cases. Unlocking those clues now is easier, thanks to a revolutionary new software solution unveiled today by Battelle experts who have applied advanced bioinformatics to next-generation sequencing data. ExactID, the first commercially available system of its kind, analyzes biomarkers that can predict physical appearance, ancestry, clinical traits, and familial relationships among people. This information can be invaluable to forensic analyses and case work. An explosion of genetic research since the completion of the Human Genome Project in 2003 has uncovered thousands of biomarkers that can be applied to DNA-based forensics. Next generation sequencing takes this work to a new level, yielding significantly more information than current DNA testing.

For more information, visit <http://battelleexactid.org>.



Safety glasses

SoundVision safety glasses by FullPro offer a clear advantage over ordinary safety glasses. Ordinary safety glasses break earmuff seals, causing pressure points against the skull and reducing protection. SoundVision eliminates the pinching and improves protection by up to seven decibels by attaching to the outer surface of earmuffs with flexible straps. The results are full and comfortable protection of both eyes and ears and increased use and compliance. SoundVision is now packaged in a durable PVC case with a magnetic closure. This case helps prevent scratching of the lenses while not in use. The glasses are available in clear, amber, and smoke tints.

For more information, visit www.fullpro.com.

Multi-robot control system

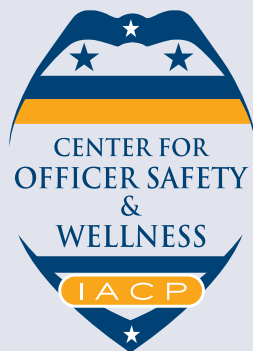
A leader in delivering robotic technology-based solutions, iRobot Corp., announces the uPoint Multi-Robot Control (MRC) system, a universal control system for iRobot's line of defense and security robots that will enable robot operators to be more proficient than ever before. The uPoint MRC system runs an Android-based app that standardizes the control of any robot within the iRobot family of unmanned vehicles. Utilizing the same intuitive touchscreen technology in use today on millions of digital devices, the uPoint MRC system simplifies robot operations, including driving, manipulation, and inspection, allowing operators to focus more on the mission at hand. The uPoint MRC system is currently compatible with a range of rugged and consumer Android-based touchscreen tablets.

For more information, visit www.irobot.com/upoint.

High-definition wearable camera

VISTA is manufactured by WatchGuard in the USA and is constructed with cast magnesium, polyurethane rubber, and a military-grade polyetherimide resin. It is designed to be ultra-rugged, fully submersible, and waterproof. The transfer/charging base provides "dock and go" convenience, and provides nine hours of continuous HD recording on a single charge. It integrates with Evidence Library and 4RE in-car video systems. The sophisticated acoustic foam chamber blocks wind noise, and the high-tech membrane blocks water but not sound. The audiophile quality digital microphone minimizes distortion. It has 720p HD resolution (480p is selectable); 130-degree wide angle field of view; and an adjustable lens, which rotates 28 degrees for optimal aiming. VISTA's display keeps officers informed of battery condition, memory space, number of recordings, incident categories, and more. ♦

For more information, visit www.watchguardvideo.com/vista.



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.

Sergeant Michael Joe Naylor
Midland County, Texas, Sheriff's Office
Date of Death: October 9, 2014

Police Officer Eddie Johnson, Jr.
Alton, Missouri, Police Department
Date of Death: October 20, 2014

Detective Michael David Davis, Jr.
Placer County, California,
Sheriff's Office
Date of Death: October 24, 2014

Deputy Sheriff Danny Paul Oliver
Sacramento County, California,
Sheriff's Office
Date of Death: October 24, 2014

Deputy Sheriff John Timothy Williamson
Butler County, Alabama, Sheriff's Office
Date of Death: October 25, 2014

Patrolman Robert Blajszczak
Summerville, South Carolina,
Police Department
Date of Death: October 26, 2014

Police Officer Anthony Phillip Haase
Rio Rancho, New Mexico,
Police Department
Date of Death: October 26, 2014

Sergeant Jeffrey W. Garrett
Dothan, Alabama, Police Department
Date of Death: October 27, 2014

Deputy Sheriff Eugene Kostiuchenko
Ventura County, California, Sheriff's Office
Date of Death: October 28, 2014

Officer Shaun Diamond
Pomona, California, Police Department
Date of Death: October 29, 2014

Deputy Sheriff Jesse Valdez III
Harris County, Texas, Sheriff's Office
Date of Death: October 29, 2014

Officer David Payne
Chandler, Arizona, Police Department
Date of Death: October 31, 2014

Constable Robert Parker White
El Paso County, Texas, Constable's Office
Date of Death: November 1, 2014

Deputy Sheriff Matthew Chism
Cedar County, Missouri, Sheriff's Office
Date of Death: November 2, 2014

Deputy Sheriff Darrell Perritt
Maury County, Tennessee, Sheriff's Office
Date of Death: November 4, 2014

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Plans Are Under Way for the 2015 LEIM Conference!



By David J. Roberts, Senior Program Manager, IACP Technology Center

Planning is well under way for the 2015 LEIM Training Conference & Technology Exposition, which will be held May 18–20, 2015, in San Diego, California. The conference will feature plenary sessions and the LEIM IT Summit on the first day (May 18), followed by concurrent workshops on the second and third days (May 19–20).

The LEIM conference is designed to share leading practices and lessons learned in the innovative application of technology to improve officer and public safety, enhance the efficiency and effectiveness of operations, and build enterprise-wide information sharing capabilities.

IACP has released a call for presentations and is inviting law enforcement professionals to submit proposals for workshop presentations at the 2015 LEIM conference. Workshops, which run

for either 60 minutes or 90 minutes, are designed to enhance the skills, expand the knowledge, broaden the perspective, and support the professional development of conference attendees.

The IACP LEIM Section is particularly interested in receiving proposals for presentations addressing the following key topical categories:

- Automated License Plate Recognition (ALPR)
- Assessing the Impact and Business Value of Technology in Policing
- Biometrics, Identity Management, and Identification Technologies
- Big Data and the Cloud: New Computing Paradigms
- Body-Worn Cameras: Planning, Implementation, and Management
- Cybercrime, Digital Evidence, and Information Systems Security
- FirstNet and the Future of Law Enforcement Communications
- Going Dark: Understanding and Addressing the Challenges for Law Enforcement and Public Safety
- Mobile and Handheld Technologies for Law Enforcement
- Predictive Policing and Technology

- Privacy in the Digital Age: Policy, Practice, and Technology
 - Traffic Incident Management, Intelligent Transportation, and Unmanned Vehicles
- Workshop topics will address current and emerging information management and technology issues across the following three primary tracks:

- Executive
- Operational
- Technical

To submit a proposal for a workshop presentation, please complete the 2015 LEIM Call for Presentations online form, which can be accessed via www.theiacp.org/Technology. Workshop proposals will be accepted through December 15, 2014, and selection decisions will be announced and speakers will be notified by January 15, 2015. Conference speakers will be granted one complimentary full-conference registration, though no honoraria or travel expense reimbursement will be provided to speak. ♦



IACP News

IACP News, the association's biweekly e-newsletter, provides information on current events, resources, events, and programs to officers and others in the law enforcement industry to keep them up-to-date and informed on issues and advances in policing. *Not receiving IACP News yet?* Sign up at www.theiacp.org/IACPNews.

Maintain Cybersecurity Vigilance Over the Holidays!

By IACP Cyber Center

At no time during the year is the reminder to exercise computer and Internet safety more important than during the winter holiday season. As law enforcement agencies increasingly become the target of “hacktivists” and other criminals, ensuring the security and integrity of information systems and physical devices with Internet access is paramount. Using the Internet for shopping, making travel arrangements to visit family and friends, sending and receiving e-cards, and donating to charities increases considerably around the holidays. While these actions are not inherently unsafe, the potential repercussions for members of communities, employees, and even law enforcement agencies can be significant.

To ensure that valuable information stored on systems and devices remains safe and secure, law enforcement agencies need to remind their communities and staff to be **S.A.F.E.**

» **Secure:** All Internet-connected devices should have up-to-date software,

including the most recent security patches, virus scans, and firewalls. Require security settings and strong passwords on all agency devices and personal devices that will be connected to agency networks.

» **Aware:** Be aware of whether agency employees are using secure connections or free Wi-Fi hotspots to connect to the Internet and other agency networks. Unsecured networks are easily accessible by hackers and other criminals, and they can see the information and communication being sent over unsecured networks.

» **Focused:** Focus on websites—particularly the ones that require users to enter credit card and personal information, and the retail cost of the items. If a link in an email or an ad on the sidebar of a website is clicked, make sure that the website it directs the user to is legitimate. If any part of the URL is different—for instance, if it ends in .net instead of .com—immediately close the page. If the must-have item is

normally hundreds of dollars and the website has it for significantly less, be wary of entering credit card and personal information. The same advice goes for donating money to a charity—make sure the organization and the URL are legitimate.

» **Educated:** Educate employees about the amount of valuable information a department has on Internet-enabled devices, the policies to protect that information, and how individual actions can affect the mission and daily operations of the agency. It may seem like a quick search on a break will not affect the whole agency, but files corrupted by a virus or ransomware can have disastrous consequences.

For more online safety tips for communities and law enforcement over the holidays, visit the FBI E-Scams and Warnings page (www.fbi.gov/scams-safety/e-scams), the National Cyber Security Alliance website (<http://staysafeonline.org>), and the IACP Facebook and Twitter accounts.

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

Regular Traffic Enforcement Can Play a Crucial Role in Defining Commercial Vehicle Safety

By Jack Van Steenburg, Assistant Administrator and Chief Safety Officer, Federal Motor Carrier Safety Administration

Most law enforcement officers have seen first-hand the devastating effects of fatal crashes on U.S. roadways, and the toll they take on victims, their families, and entire communities. Take, for example, the following incidents:

On July 21, 2014, a large truck entering a work zone on I-55 in Illinois triggered a chain reaction crash involving three stopped vehicles. Five people were killed, including an 11-year-old girl.¹

On December 16, 2013, New York State Trooper David Cuniff, 35, was killed while conducting a traffic stop of a speeding vehicle on the New York State Thruway in Mohawk Valley. Trooper Cuniff was parked on the shoulder when a tractor trailer hit his cruiser from behind.²

These examples are not isolated incidents. In 2012, there were 3,702 crashes involving a large truck or bus, and 4,183 people died in those crashes. These precise statistics matter because each of those numbers represents lives cut short. Of those fatalities, the vast majority—86 percent—were not the occupants of the large truck or bus. They were pedestrians, motorcycle riders, bicyclists, or motorists in a passenger vehicle or other type of personal transportation.³

In March 2014, when the International Association of Chiefs of Police (IACP) announced its Drive to Save Lives campaign, U.S. Department of Transportation Secretary Anthony Foxx

pledged both the department's and the Federal Motor Carrier Safety Association's (FMCSA's) commitment to reducing highway fatalities. Foxx said, "Last year, we lost 33,000 lives on our nation's roads, many of them because of drunk driving and from people not wearing their seatbelts, speeding, and driving distracted. That is why I'm pleased to join the IACP in its ambitious goal to reduce highway fatalities by 15 percent."⁴

Secretary Foxx underscored the importance of state police and highway patrol leaders working together to utilize education and awareness, partnerships, and highly visible traffic enforcement to change the high-risk behaviors of motorists.

Many crashes involving commercial motor vehicles (CMVs) are preventable. Of those fatal crashes involving large trucks and buses, nearly 90 percent were caused by the behavior of the drivers of either CMVs or passenger vehicles. High-risk behaviors such as speeding, following too close, and failing to yield—all highly visible and detectable actions—are driver-related crash factors.⁵ In addition, driving without wearing a seat belt greatly increases the risk of serious injury or death when a crash occurs. The fact that all of these behaviors are detectable demands an effective and sustained enforcement strategy that focuses on reducing the number of crashes, especially those involving large trucks and buses.

FMCSA was established 14 years ago with the mission to save lives by reducing crashes, injuries, and fatalities involving commercial motor vehicle transportation. FMCSA currently has 1,100 employees scattered across the United States to regulate and oversee the safety operations of over 500,000 interstate motor carriers, as well as 4 million active Commercial Driver's License (CDL) holders. Because the FMCSA is focused on roadside inspections and compliance

reviews, not traffic enforcement, it needs law enforcement's assistance and full support.

Unfortunately, there are indications that law enforcement resources at the state and local level are diminishing. In a 2011 survey conducted by the IACP of U.S. state, local, and tribal (SLT) police chiefs, nearly 6 out of 10 respondents reported that the economy was having a "serious" or "severe" impact on their budgets and operations. When asked to identify the top three to five things they had to eliminate to cope with their budget challenges, the reduction of specialty units, such as commercial vehicle details, was one of the most cited.⁶

Given the reduction and, in many cases, the elimination of special enforcement units, it is incumbent to instill in every trooper, officer, and deputy the importance of enforcing traffic violations—including those committed by large truck and bus operators.

The statistics point to three areas where substantial improvements can be made, if the occupants of all vehicles, not just passenger vehicles, are encouraged to change basic behaviors.

- **Seat belt use**—At least 34 percent of large truck occupants were not wearing a safety belt at the time of a crash. That jumps up to about 50 percent if the number includes estimates of underreporting.
- **Speeding**—In 20 percent of truck crashes resulting in a truck occupant's death, the truck's speed was a factor related to the crash. This problem is compounded in rural areas, where 63 percent of fatal crashes occur.
- **Work zones**—There are too many crashes in work zones. In 2012, there were 547 fatal crashes and 609 total deaths in work zones. Of those crashes, 129 involved large trucks, resulting in 149 deaths, according to the National Highway Traffic Safety Administration's (NHTSA) Fatal Analysis Reporting System (FARS). Simply put, 25 percent of fatal work zone crashes involve a large truck. In response, FMCSA is working collaboratively with the Federal Highway Administration (FHWA), NHTSA, and the Office of the Assistant Secretary for Research and Technology to develop ways to reduce the fatalities and injuries in work zones.⁷

...it is incumbent to instill in every trooper, officer, and deputy the importance of enforcing traffic violations—including those committed by large truck and bus operators.

In an effort to have maximum impact in 2015, FMCSA is also working with IACP to use members of the Division of State Associations of Chiefs of Police (SACOP) and the Division of State and Provincial Police (S&P) to develop an awareness campaign that will focus on large truck and bus traffic enforcement. IACP will convene educational and planning summits, meetings, and working groups to increase awareness of CMV traffic enforcement and develop resources for agencies to conduct multi-purpose patrols and high-visibility enforcement (HVE) initiatives. They also will discuss lessons learned and identify strategies to enhance their current traffic enforcement efforts of large trucks and buses.

FMCSA has worked with the IACP, the Commercial Vehicle Safety Alliance (CVSA), the International Association of Directors of Law Enforcement Standards and Training (IADLEST), and other partners to develop training materials to raise awareness and help the traffic enforcement community conduct stops of large trucks and buses. FMCSA's Large Truck and Bus Traffic Enforcement Training provides vital information about violations that cause crashes; safety concerns before, during, and after stops; document requirements; and specific citation procedures. The curriculum is designed for delivery online, during roll call training sessions, and in a formal classroom environment. In addition, the training materials and a promotional video are available for download at www.fmcsa.dot.gov/safety/driver-safety/traffic-enforcement.

As traffic enforcement officers patrolling the roadways, law enforcement already does the necessary tasks on a daily basis—pulling over vehicles and issuing citations for seat belt use, speeding, and other violations, and treating large trucks and buses no different than passenger vehicles. Citing these violations changes driver behavior, and changed behavior reduces crashes and saves lives. It is that simple. FMCSA stands with officers in these efforts to make roadways safer for the public and the commercial vehicle industry—one driver, one vehicle, and one mile at a time. ♦

FMCSA and FHWA, in coordination with the CVSA, will be holding a National Symposium on Work Zones and Large Trucks on April 13, 2015, at the Hyatt Regency Jacksonville Riverfront in Jacksonville, Florida. Contact Martha.Kapitanov@dot.gov to receive more information on this event.

Notes:

¹Paul Meincke, "Truck Driver Francisco Espinal-Quiroz Charged with Reckless Homicide in I-55 Crash," *ABC 7 Eyewitness News*, August 28, 2014, <http://abc7chicago.com/news/truck-driver-charged-with-reckless-homicide-in-i-55-crash/284904> (accessed November 6, 2014).

²New York State Police, "State Trooper Dies Following Motor Vehicle Accident on the New York State Thruway," press release, December 17, 2013, https://www.nyspnews.com/article_display.cfm?article_id=34780 (accessed November 6, 2014).

³Federal Motor Carrier Safety Administration, 2014 *Pocket Guide to Large Truck and Bus Statistics* (updated October 2014), <http://www.fmcsa.dot.gov/sites/fmcsa.dot.gov/files/docs/FMCSA%20Pocket%20Guide%20to%20Large%20Truck%20and%20Bus%20Statistics%20-%20October%2010%202014.pdf> (accessed November 6, 2014).

⁴International Association of Chiefs of Police, "International Association of Chiefs of Police (IACP), United States Department of Transportation (DOT), and State Police and Highway Patrol Agencies Commence the Drive to Save Lives Campaign: Working Together to Reduce Highway Fatalities by 15 Percent in 2014," IACP News press release, March 20, 2014,

http://www.kansashighwaypatrol.org/press/2014/outside_releases/Drive_to_Save_Lives.pdf (accessed November 6, 2014)

⁵National Highway Traffic Safety Administration, Fatality Analysis Reporting System (FARS)

⁶International Association of Chiefs of Police, *Policing in the 21st Century: Preliminary Survey Results* (Alexandria, VA, April 2011), 7, www.theiacp.org/Portals/0/pdfs/Policing_in_the_21st_Century-SURVEY_RESULTS.pdf (accessed November 6, 2014).

⁷National Highway Traffic Safety Administration, Fatality Analysis Reporting System (FARS), 2012 Annual Report File.

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