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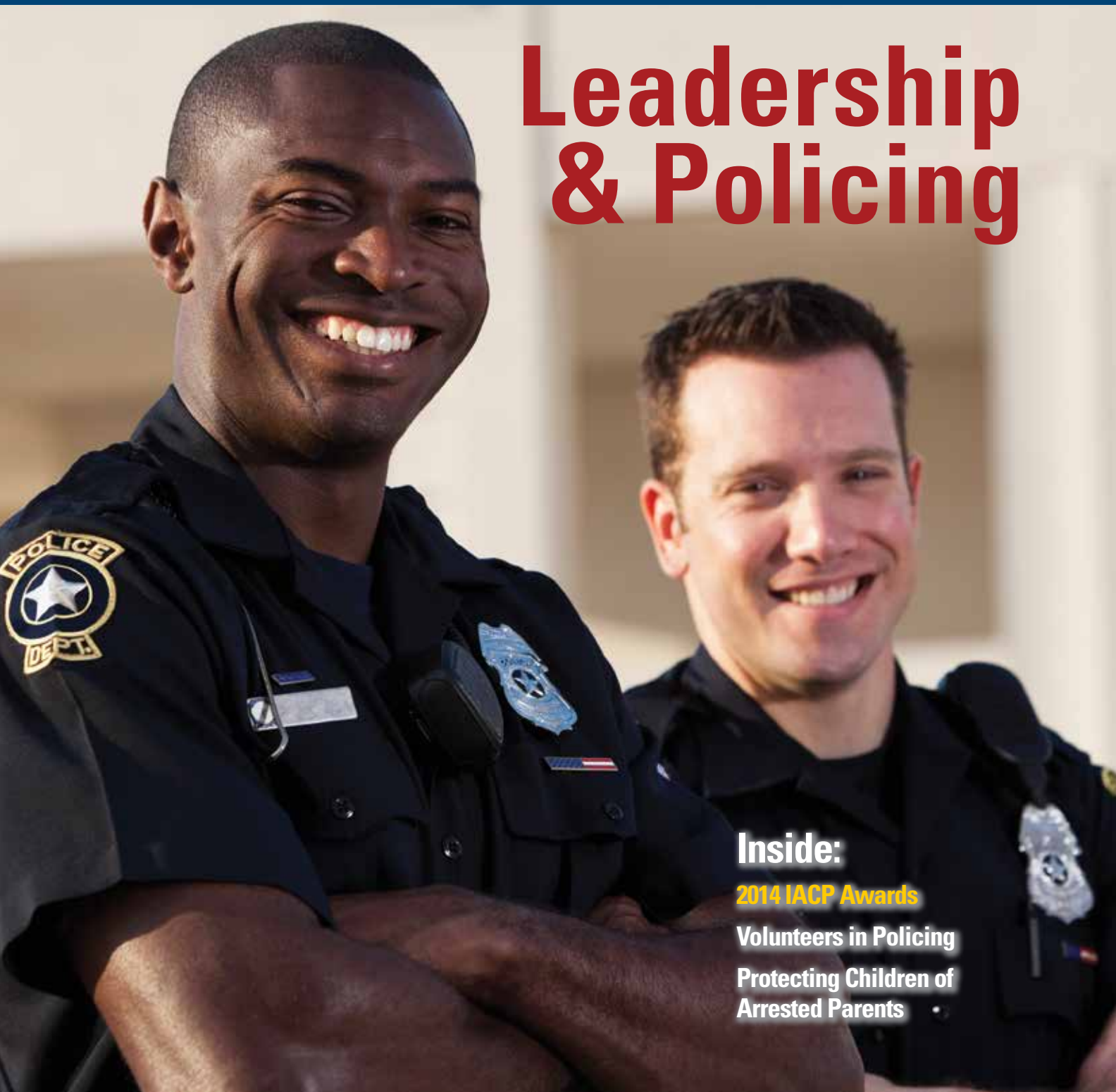
THE PROFESSIONAL VOICE OF LAW ENFORCEMENT
JANUARY 2015

Leadership & Policing



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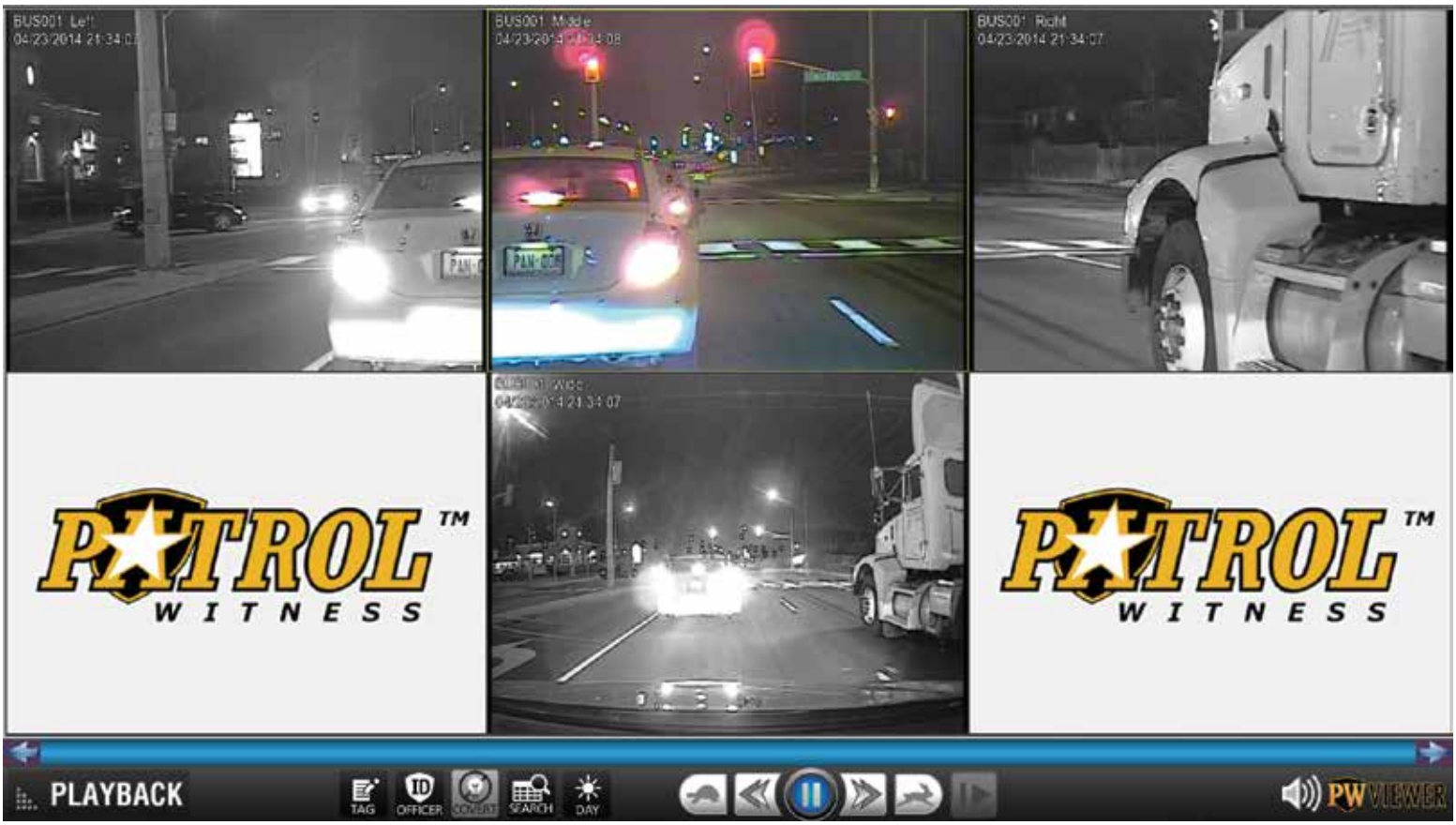

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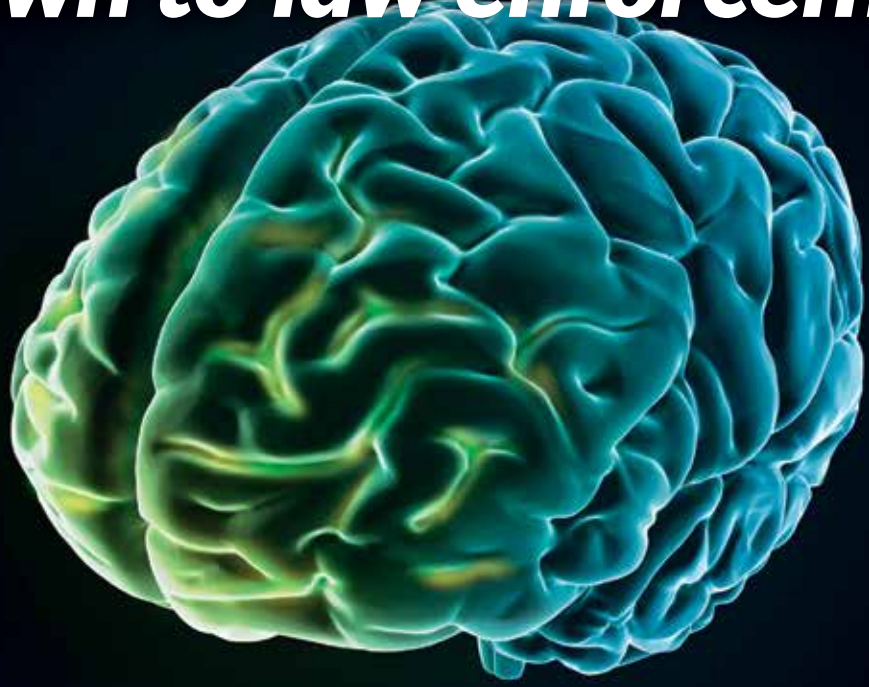

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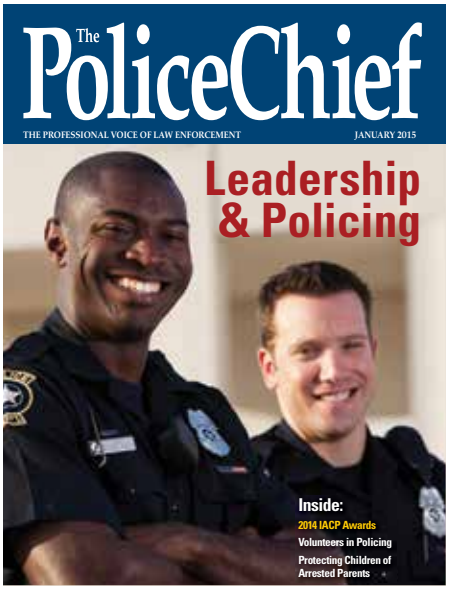

"Leader" is more than a title or a position; it is a role that must be embodied in professional and personal spheres, bolstered by a strength of character. Good leaders are able to lead through times of triumph, tragedy, and change. Even better leaders understand the underlying theories and concepts that can guide them through those varied situations. This issue offers a look at some of those theories—and the tools, techniques, and tips that have developed from them.

The PoliceChief

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POLICE CHIEF ONLINE

Preparing for the Cyberthreat: The Vulnerability of the U.S. Electric Grid By Scott R. Seaman and Richard W. Held

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Annual IACP Conferences

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

2017 (124th) • Oct. 21–24 • Phildadelphia, PA

Moving Forward to Build Community Trust

I am sure many of your recent conversations involve discussions about the events that took place in Missouri, New York, and Ohio. Like me, you have also probably noticed that almost every time you pick up the paper, read an article online, watch the news, or listen to the radio, you hear about these recent events.

What these conversations and media coverage make clear is that the relationship between police agencies and their communities is under scrutiny. It is imperative that law enforcement, as a profession, moves forward and takes all necessary steps to improve and enhance our relationships with the communities and citizens we serve.

In early December 2014, I attended a meeting with U.S. President Barack Obama and Vice President Joe Biden to discuss steps for improving and enhancing community-police relations. It was at this meeting that President Obama announced his plan to assemble a Task Force on 21st Century Policing to review ways in which some police departments have improved community relations and to attempt to make those efforts take hold across the United States. While the makeup of the task force is still being assembled, we know that it will be co-led by Philadelphia Police Commissioner and IACP Executive Committee Member Charles Ramsey and former Assistant Attorney General and IACP Research Advisory Committee Co-Chair Laurie Robinson. I am confident that these two individuals will successfully lead this task force and produce as thorough findings as possible in the 90-day period they were given.

Given the quick turnaround time the task force has been assigned, it is my hope that they will use some of the existing work of the IACP and other organizations as a blueprint and starting point, particularly the recommendations established as a result of the IACP's National Policy Summit on Community-Police Relations: Creating a Culture of Cohesion/Collaboration. This summit, which brought together a wide range of law enforcement officials, community leaders, academic researchers, and policy experts from around the globe to discuss issues and concerns that shape and impact the relationship between police departments and the communities they serve, has produced several actionable recommendations for law enforcement leaders, as well as community groups.

It is imperative that law enforcement, as a profession, moves forward and takes all necessary steps to improve and enhance our relationships with the communities and citizens we serve.

While a deep look into community-police relations is a necessary and positive step to help us all move forward in a proactive manner, it cannot stop there. For more than 20 years, the IACP's top priority has been the creation of a National Commission on Criminal Justice to develop across-the-board improvements to the U.S. criminal justice system in order to address current challenges and to increase the efficiency and effectiveness of the entire criminal justice community. A deep dive into community-police relations is only one part of this puzzle. We must explore other aspects of the criminal justice system that need to be revamped and further contribute to today's challenges.

I know the frustration that each of us as police leaders can feel at times like these. We see firsthand the remarkable and heroic work that our officers perform on a daily basis. We must continue to wear our badges with pride and highlight all the positive things we do for our communities and the citizens we are sworn to protect. I am honored to put on my uniform every day and to stand beside all of you as we work to overcome these challenges. I am confident that, by working together as a profession, we will be able to build upon our successful efforts, improve our criminal justice system, and enhance our relationship with our communities. ❖

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

Did you miss a past President's Message or another article? All articles from September 2003 to the present issue are available online at **www.policechiefmagazine.org**, along with bonus online-only articles and links to products and providers featured in *Police Chief*.

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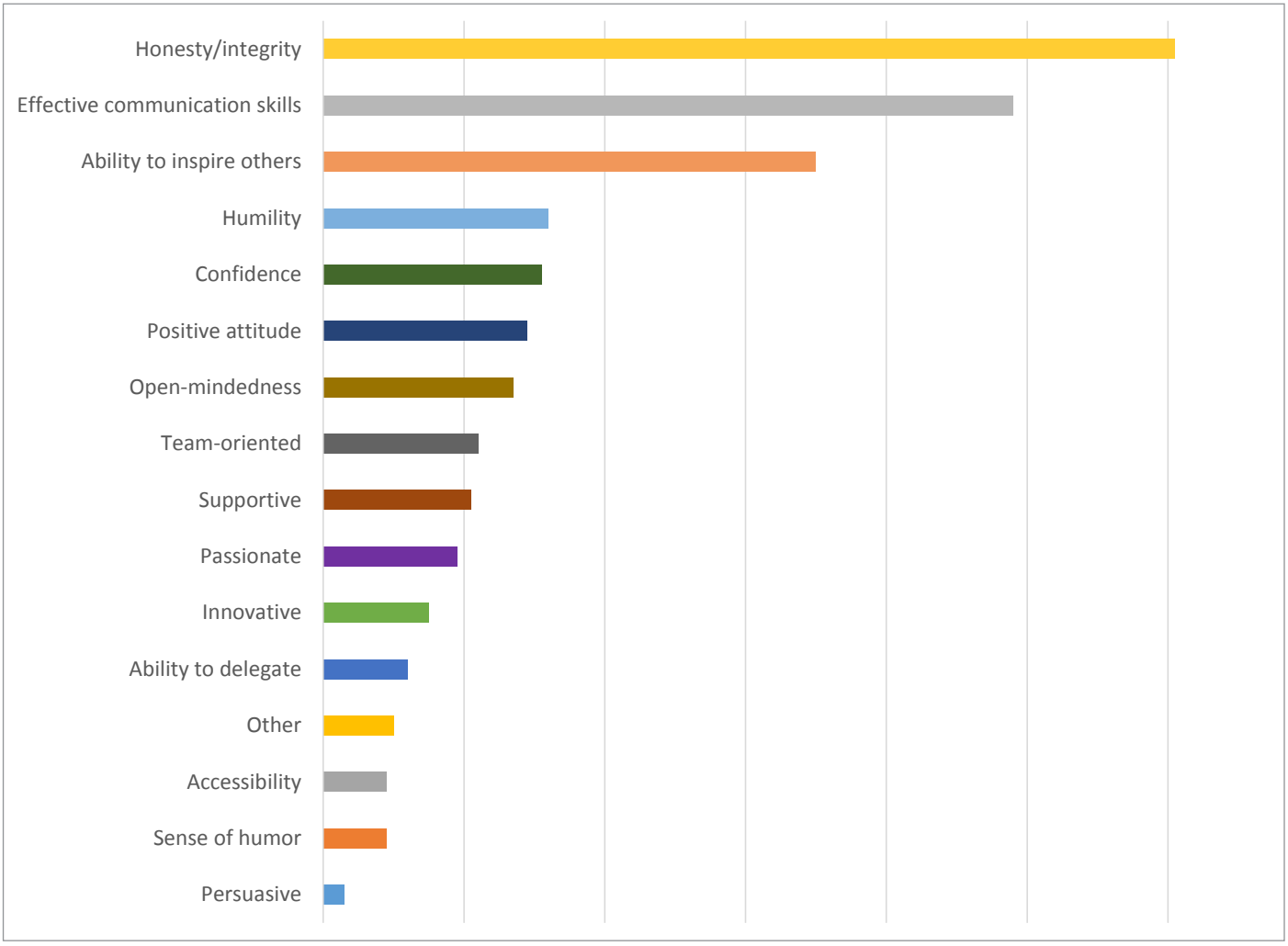
THE DISPATCH

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 November, *Police Chief* asked our readers what traits make a good leader. Here's what you told us.



FROM OUR READERS

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!

Leadership is about people. Plain and simple. It is about connecting with others by really listening and really caring for them. Without these two things, you aren't a leader. The old school leadership style in police organizations is out of style and doesn't work today. Also, rank is a non-factor in leadership positions.

Aaron Fuller,
Lieutenant, Knoxville, Iowa, Police Department

Good leaders understand that progression and growth, individually and organizationally, requires risk taking. A good leader encourages balanced risk taking, acknowledging both successes and failures, embracing the value of both.

Lori Hodapp,
Captain, Minnesota State Patrol

I appreciate the timing of this survey [Leadership Traits]…we had a terrible fatality accident where a young lady was killed. Due to the circumstances, we completed a reconstruction of the crash scene. Wind chills were well below zero, and the reconstructionist needed help with mapping the scene. The chief of Rogers Police Department (Minnesota) stood out there (on a Sunday) and assisted until the mapping was complete. I can tell you actions like that do not go unnoticed!

Chris Edstrom,
Lieutenant, Minnesota State Patrol

Being honest with yourself and others will provide humility to you as a leader. Humility provides the proper vision of our great task as leaders...to take care of ALL of our people. Effective communication skills include the ability to inspire others through our communications, will include an open-mindedness to hear what others in our teams think, to take everything positively with a sense of humor, and to demonstrate our passion, confidence and supportiveness.

Jon Maggard,
Chief of Police, Tennessee Valley Health System, Veterans Health Administration, U.S. Department of Veterans Affairs

Leadership is more than a rank. Some traits come naturally and some can be learned, but you should never feel like you know it all.

Chris Fritts,
Patrolman, Wellesley, Massachussetts, Police Department

There is a great need of transformational leaders for policing in the 21st Century. Visionary leaders who are able to see and anticipate the future and beyond.

V.A. Nyalunga, *Major General, South African Police Service*

YOUR TURN

What is your agency doing to prepare for active shooter incidents at schools?

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

2015 ENROLLMENT IS OPEN NOW!

IACP presents:

Women's Leadership Institute

Emeryville (Bay Area), CA
March 1 – 6, 2015

Dallas, TX
Mid April, 2015 (TBD)

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

Institute Curriculum Focus Includes:

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

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

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

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

For information, visit www.theiacp.org/training.

Florida

Miami Beach Police Department
Leadership in Police Organizations℠ (LPO)
Week 1: March 30 – April 5, 2015
Week 2: April 28 – May 1, 2015
Week 3: June 1 – 5, 2015

Daytona Beach Police Department
Advanced Supervision
May 27 – 29, 2015

Georgia

Athens-Clarke County Police Department
Leadership in Police Organizations℠ (LPO)
Week 1: February 2 – 6, 2015
Week 2: March 9 – 13, 2015
Week 3: April 13 – 17, 2015

Missouri

Missouri State Highway Patrol
Leadership in Police Organizations℠ (LPO)
Week 1: March 9 – 13, 2015
Week 2: April 6 – 10, 2015
Week 3: April 27 – May 1, 2015

New York

Westchester County Department of Public Safety
Leadership in Police Organizations℠ (LPO)
Week 1: March 16 – 20, 2015
Week 2: April 6 – 10, 2015
Week 3: May 11 – 15, 2015

South Dakota

South Dakota Highway Patrol
Leadership in Police Organizations℠ (LPO)
Week 1: March 2 – 6, 2015
Week 2: March 30 – April 3, 2015
Week 3: April 27 – May 1, 2015

Wisconsin

Wisconsin Department of Justice
Racine Police Department
Leadership in Police Organizations℠ (LPO)
Week 1: February 2 – 6, 2015
Week 2: March 9 – 13, 2015
Week 3: April 20 – 24, 2015

Wisconsin Department of Justice
Rice Lake Police Department
Leadership in Police Organizations℠ (LPO)
Week 1: March 2 – 6, 2015
Week 2: March 23 – March 27, 2015
Week 3: May 4 – May 8, 2015

For more information or to register online for these classes, visit www.theiacp.org/training.
If you have any questions, please contact policeleadership@theiacp.org or (800) THE-IACP, ext. 316.

U.S. Congress Passes CRomnibus, Avoiding Government Shutdown

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

The U.S. Congress passed the $1.1 trillion Fiscal Year (FY) 2015 appropriations spending package (H.R. 83) the week of December 7, 2014, just barely avoiding another government shutdown. The bill, being referred to as the CRomnibus, will fund most of the U.S. government through the end of FY 2015, with the exception of the Department of Homeland Security, which is funded on a continuing resolution through February 27, 2015, to allow for the new Congress to consider actions concerning the immigration order.

The bill funds the U.S. Department of Justice at $26.7 billion. Highlights from the bill include the following:

- a policy provision that would prohibit the Department of Justice from spending any funds to enforce U.S. federal laws related to marijuana in states that have legalized medical marijuana
- $180 million for Community Oriented Policing Services (COPS) hiring grants, level funding with FY 2014
- $376 million for the Edward Byrne Memorial Justice Assistance Grant (Byrne-JAG) Program, level funding with FY 2014
- $41 million for drug courts, level funding with FY 2014
- $7 million to fund a new competitive grant program to statewide law enforcement agencies for anti-heroin task forces
- $430 million for Violence Against Women programs, a slight increase over FY 2014
- $41 million for grants to address backlogs of sexual assault kits at law enforcement agencies, a new grant program
- $75 million for the Comprehensive School Safety Initiative, level funding with FY 2014
- $73 million for grants to states to upgrade criminal and mental health records for the National Instant Criminal Background Check System
- $15 million to train local police on how to respond to active shooter situations
- $12 million for Paul Coverdell Forensic Sciences Improvement Grants

The bill includes $17.8 billion in discretionary appropriations for the U.S. Department of Transportation (DOT), the same as the FY 2014 enacted level. Included in that total is $830 million in both mandatory and discretionary funding for the National Highway Traffic Safety Administration (NHTSA)–an increase of $11 million over the FY 2014 enacted level. The bill also funds the DOT's Federal Motor Carrier Safety Administration (FMSCA) at $584 million, a decrease of $1 million below the FY 2014 enacted level.

The bill also includes language that suspends the enforcement of the hours of service regulation for truckers for one year and directs the UFMSCA to conduct a study of the operational, safety, health, and fatigue aspects of the restart provisions.

Funding for the U.S. Department of Homeland Security will remain effectively frozen at the FY 2014 level by a continuing resolution (CR) through February 27, 2015. Full funding for the Department of Homeland Security was withheld in response to U.S. President Obama's executive order to temporarily protect nearly 5 million illegal immigrants from deportation. Congress will have to resume funding discussions for the Department of Homeland Security when they return in January 2015.

Congress Reauthorizes Death in Custody Reporting Act

On December 10, 2014, the U.S. Senate reauthorized the Death in Custody Reporting Act (H.R. 1447/S. 28078), which requires states and federal law enforcement officials to report to the U.S. Department of Justice how many individuals die each year while in police custody or during an arrest. The Death in Custody Reporting Act originally passed in 2000, but expired in 2006.

The U.S. House of Representatives approved the Death in Custody Reporting Act on December 12, 2013; the bill now awaits the president's signature. ❖

Visit **www.policechiefmagazine.com/editorial** to view the editorial calendar for a list of topics that *Police Chief* will cover in 2015.

We welcome article submissions from both members and nonmembers!

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"Leadership and learning are indispensable to each other."
- John F. Kennedy

Administrative Officer's Course (AOC)

Numerous graduates of the Administrative Officer's Course (AOC) are among today's law enforcement leaders directing agencies throughout the United States and abroad. The AOC is a twelve-week (480 hour) in-residence, accredited college level education program developed around course components designed to strengthen the "core" skills of law enforcement leaders to meet the needs of today and tomorrow.

134th AOC
August 10 - November 6, 2015
(Apply before May 29, 2015)

135th AOC
February 15 - May 13, 2016
(Apply before November 30, 2015)

Command Officer's Development Course (CODC)

The CODC is SPI's 400-hour flagship educational program for law enforcement mid to upper-level managers which provides a solid foundation for practical law enforcement administration and a comprehensive overview of management practices. The training is offered in five two-week sessions over a period of five months. The challenging course complements SPI's AOC, and is traditionally held off campus at host agency sites.

74th CODC - Winter Haven, FL
Hosted by the Polk Co Sheriff's Office in partnership with Polk State College
October 5, 2015 - February 12, 2016

Leadership & Management Courses

SPI's comprehensive educational environment and world-recognized methods of instruction encourage a commitment to learning, self-improvement and peer networking long after courses are completed. Our management courses prepare officers for the rigors of leading a police agency in an ever-changing world. Our courses provide cutting edge management practices and are facilitated by forward-thinking faculty.

March 23-27, 2015 - **Chief Executive Leadership** - Park Hill, MO
May 18-22, 2015 - **Chief Executive Leadership** - Silver Spring, MD
June 8-12, 2015 - **Strategic Management** - Sturbridge, MA

Department of Justice Administration

Visit our website to register:
www.louisville.edu/spi

Southern Police Institute, Department of Justice Administration, University of Louisville (502)852-6561

What's Your Number? Attendees Receive Potentially Lifesaving Medical Evaluations at IACP 2014

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

In today's fast-paced world, we're all focused on retaining numbers. We're expected to remember telephone numbers, ATM pin numbers, social security numbers, the birthdays of loved ones, and so forth. For law enforcement officers, it's a major aspect of the job to remember an extensive list of police codes when responding to an incident. But how many can recall the results from their last blood pressure test or their glucose and cholesterol levels? These unique numbers are vital too, and knowing what they mean and why physicians perform such tests can potentially make the difference between life and death.

This past October (2014), attendees at the 121st Annual IACP Conference and Expo were provided the unique opportunity to consult with health care practitioners and fitness experts and receive complimentary health screenings provided by LifeScan Wellness Centers (www.lifescanwellnesscenters.com) at the IACP Wellness Zone located on the Expo Hall floor.

LifeScan recognizes that law enforcement personnel are often at a heightened risk for heart disease, pulmonary disease, and cancer due to often strenuous physical requirements, high-stress work environments, and atypical work schedules. This service provided a convenient way for law enforcement officers to undergo a series of quick medical tests that didn't require any preparation (e.g., fasting in advance of an annual physical) and to receive instantaneous, tangible feedback and results that could be taken to an individual's physician for further evaluation and treatment. Current resources produced by the IACP Center for Officer Safety

and Wellness on law enforcement nutrition strategies were also made available, and healthy snacks were provided to Wellness Zone visitors.

LifeScan provided the following tests at the Wellness Zone:

- Ultrasound screening for heart and arterial disease
- Hemoglobin A1C rapid testing for diabetes
- Blood pressure readings
- Grip strength testing
- Physical fitness and agility challenges

Over the course of the conference, the Wellness Zone area had a constant flow of attendees interested in the complimentary testing services, and preliminary summary reports provided by LifeScan revealed significant findings among many of those individuals tested.

- Ultrasound screenings for heart and arterial disease revealed that just over 10 percent of those tested were suffering from serious cardiovascular conditions that necessitated immediate follow up with physicians. Serious conditions identified in individuals in testing included cardiomyopathy (the enlargement and weakening of the heart), severe carotid artery blockages, and aortic valve insufficiencies.
- Hemoglobin A1C testing revealed that approximately 26 percent of all individuals examined were classified as either diabetic or pre-diabetic.

LifeScan will be following up with those who received critical results for feedback on their treatment and to request permission for personal testimonials. Testimonials from 2014 participants will ultimately be featured in the design of the 2015 Wellness Zone booth in Chicago, Illinois. The IACP was pleased to see a great deal of interest among conference attendees in the Wellness Zone and this complimentary testing. Also, in the 2014 conference attendee survey, a significant number of respondents noted that they hoped that IACP would continue to provide more details about healthy lifestyle choices at the annual event.

The bottom line is that these screenings and the immediate results they provide participants are meant to save lives and raise awareness about the importance of staying physically healthy. The hope is that individuals who were given critical results will promptly visit their doctors and work to improve their overall health and well-being through positive changes in areas like physical fitness, nutrition, and stress management. By making such positive changes, they are not only improving their own lives, but are putting themselves in a better position to be more effective and safe while on duty.

The IACP Center for Officer Safety and Wellness is examining the ways in which factors such as physical fitness, nutrition, stress management, and physical and mental health all impact an officer's ability to remain safe on the job.

The IACP Center for Officer Safety and Wellness is examining the ways in which factors such as physical fitness, nutrition, stress management, and physical and mental health all impact an officer's ability to remain safe on the job. Through the development of a series of resources for law enforcement personnel—from command staff to line officers—the IACP is working to prioritize personal health among those in the law enforcement profession and demonstrate how healthy behaviors benefit an individual both on and off the job.

The IACP strongly encourages all law enforcement officers to schedule regular visits with their physicians so that they remain healthy and able to perform their duties. Routine visits beginning at an early stage in an officer's career enable a physician to potentially identify preexisting medical conditions (some that might be life threatening) that can be addressed early and proactively treated. In the coming months, the IACP Center for Officer Safety and Wellness will be releasing resources that further address the importance of regular doctor visits and promote strategies for healthy lifestyles. ❖

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.

An Evaluation of Students Talking It Over with Police (STOP) in Milwaukee Schools

By Tina L. Freiburger, PhD, Associate Professor, Department of Criminal Justice, University of Wisconsin-Milwaukee; Peter Pierce, Captain, Milwaukee, Wisconsin, Police Department; William Singleton, Police Officer, Milwaukee Police Department; and Cullin Weiskopf, Police Officer, Milwaukee Police Department

While issues involving juvenile offending are often the topic of attention, juveniles' negative perceptions of the police are seldom addressed. This is concerning given that research shows that individuals with negative perceptions of the police do not view the criminal justice system or the police as legitimate. These views also make them less likely to comply with the law and less likely to cooperate with police-initiated crime reduction strategies.[1] In addition, recent highly publicized cases, such as that which occurred in Ferguson, Missouri, have highlighted how important it is for police departments to consider police and community relations, and to address the public's negative perceptions of the police.

In an attempt to combat juveniles' negative perceptions of the police, the Milwaukee, Wisconsin, Police Department (MPD) developed a program called Students Talking it Over with Police (STOP). STOP is a seven-hour program, which meets for one hour every week for seven weeks during school hours. This program, facilitated by trained police officers, teaches youths about the police, what the police do, and why police do the things they do. Through these learning sessions, STOP aims to build a relationship between police and juveniles.

Evaluation Design

The impact of STOP was evaluated during the 2013–2014 school year in 36 Milwaukee public, private, and charter schools using an experimental design. Experimental designs use random assignment to create two statistically equivalent groups. One group is considered the treatment group and receives the program being evaluated; in this case, the STOP program. The other group is the control group; this group does not receive any intervention. Because the two groups are statistically equivalent, the only difference between the two groups is the program. Therefore, if significantly larger changes are detected in the outcome measures for the treatment group than for the control group, it can be determined with certainty that these changes were caused by the program (i.e., STOP program) and not another factor.

The evaluation assessed five outcome variables. They were as follows: (1) knowledge of general police practices, (2) knowledge of appropriate conduct during a police encounter, (3) general perceptions of the police, (4) willingness to cooperate with the police, and (5) perceptions of procedural fairness of police. These outcomes were measured by using multi-item indices and scales that were assessed before and after the facilitation of STOP using pre-tests and post-tests.

Findings

Comparisons of the pre-test and post-test scores on the five outcomes showed that the STOP group experienced a statistically significant increase in all the outcomes. Additional analysis further revealed that the STOP participants experienced a significantly larger increase in all five outcomes than the control group. This eliminated the possibility that an outside factor could be the cause of the changes identified in the pre-test and post-test measures of the five outcomes.

The post-test administered to the STOP group also contained several questions about the STOP program. When asked whether the STOP program made them feel better about the police, almost 98 percent of youths indicated that it did. Of the STOP participants, a little more than 97 percent indicated that the STOP presentation was easy to understand, and over 98 percent indicated that they felt comfortable during STOP. Over 87 percent of the participants indicated that they learned "a lot" during STOP, and 12 percent indicated that they learned "some." Of the STOP participants, 88 percent said that their concerns about police were addressed during the STOP session. The majority of participants (97 percent) said they would recommend STOP to a friend, and 93 percent indicated they would recommend STOP to someone in their families.

Discussion and Summary

Results of the evaluation indicated that STOP was successful in improving youths' general knowledge of the police, conduct knowledge, perceptions of the police, willingness

Given the success of the STOP program across three different types of schools (private, public, and charter) in Milwaukee, it is suggested that other police departments consider implementing the program (or a similar program) as a way to address juveniles' negative perceptions of the police in their cities.

to cooperate with the police, and perceptions of procedural fairness. In addition, STOP participants indicated that they enjoyed the program, learned from the program, and would tell others about the program. Given the success of the STOP program across three different types of schools (private, public, and charter) in Milwaukee, it is suggested that other police departments consider implementing the program (or a similar program) as a way to address juveniles' negative perceptions of the police in their cities.

Part of the success of STOP is likely due to the extensive work that MPD put into developing a formal program curriculum, preparing workbooks and training manuals, and training STOP facilitators. As part of the evaluation, observations were also conducted of STOP sessions. These observations revealed that even though there were several different sets of facilitators, STOP was consistently delivered in all the school settings with fidelity. It is unlikely that without these efforts STOP would have produced the same consistently positive results across school settings and youth populations.

Action Items

STOP is an effective program that can be implemented in various school settings to successfully improve police and juvenile relations. Given recent high-profile events concerning poor community-police relations, other police departments should consider implementing STOP or a similar program as a way to address juveniles' negative perceptions of the police.

Police chiefs interested in implementing STOP should be aware of the commitment required to ensure that officers are properly trained as program facilitators and that the program is implemented with fidelity. Contact MPD's outreach division at (414) 935-7905 or visit http://city.milwaukee.gov/police/MPD-Divisions/Community-Outreach-Education.htm to learn more. ❖

Note:

[1]Jeffrey Fagan and Tom R. Tyler, "Legal Socialization of Children and Adolescents," *Social Justice Research* 18, no. 3 (2005): 217–242, http://www.americanbar.org/content/dam/aba/publishing/criminal_justice_section_newsletter/crimjust_juvjust_08clefagan.authcheckdam.pdf (accessed December 2, 2014); Jason Sunshine and Tom R. Tyler, "The Role of Procedural Justice and Legitimacy in Shaping Public Support for Policing," *Law and Society Review* 37, no. 3 (2003): 513–547; Michael D. Reisig, and Camille Lloyd, "Procedural Justice, Police Legitimacy, and Helping the Police Fight Crime: Results from a Survey of Jamaican Adolescents," *Police Quarterly* 12, no. 1 (2009): 42–62.

The IACP, with support from the Office of Juvenile Justice and Delinquency Prevention (OJJDP), has an online resource site devoted to the topic of Youth Focused Policing (YFP). YFP is a proactive intervention strategy to enable police to intervene with youth to reduce crime, victimization, long-term health and criminal justice costs, and prolonged involvement in the criminal justice system.

Access IACP's Youth Program Impact Toolkit, examples of youth-focused programs around the United States, training and technical assistance programs, a resource library, and other YFP tools at **www.iacpyouth.org**.

The Fernandez *Decision Clarifies Consent Searches*

By David J. Spotts, Esq., Chief of Police, Mechanicsburg, Pennsylvania, Police Department

In *Fernandez v. California*, the U.S. Supreme Court has clarified the conditions under which a co-tenant can consent to a voluntary search of a home.[1] Finalizing a series of cases that developed the consent doctrine as a valid exception to the search warrant requirement, the Supreme Court ruled in the *Fernandez* case that a co-tenant can give valid consent to search a home in the absence of another co-tenant who objected to the search, but is no longer present at the time of consent.[2]

However, to properly examine the facts and holding in *Fernandez*, a review of the development of the consent doctrine is appropriate. First and foremost, the Supreme Court has stated their rulings on consent-related cases "establish that a warrant is generally required for the search of a home."[3] Police officers are constantly forced to deal with issues of expediency to get the job done not only right, but quickly. In the often fast-paced environment of active criminal investigations, they might forget that the basic rule of law for a search is to secure a search warrant in advance. However, officers need to remember that consent, like exigent circumstances, is an exception to the warrant requirement and not the basic status of the law.

Regardless, the court has long recognized both the necessity and vitality of consent. "Consent searches are part of the standard investigatory techniques of law enforcement agencies" and are "a constitutionally permissible and wholly legitimate aspect of effective police activity."[4] When there is a sole adult occupant of a home, consent is straightforward. That lone occupant can consent to a search.

When there are two or more tenants who jointly share common authority over premises, consent becomes somewhat more complex. The court provided guidance for that situation in *United States v. Matlock*.[5] In that case, Matlock and Graff shared a private room in a house in which other people also lived. Matlock was not present and Graff gave consent for a search of that room, which yielded incriminating evidence against Matlock. The court ruled that "the consent of one who possesses common authority over premises or effects is valid as against the absent, nonconsenting person with whom that authority is shared."[6]

Next, the court reviewed what has come to be known as apparent authority in *Illinois v. Rodriguez*.[7] In this case, a woman reported to police that she was assaulted by Rodriguez in their home and that Rodriguez was home sleeping. The police and the woman went to the apartment, where the woman unlocked the door and allowed the police to enter. Drug evidence was found and seized, and Rodriquez was charged with possession of a controlled substance. After the search, the police learned that the woman no longer lived at the apartment and did not have authority to permit the search. The court analyzed this case with the understanding that "sufficient probability, not certainty is the touchstone of reasonableness under the Fourth Amendment."[8] Using that matrix, the court held that the warrantless entry was lawful because the police reasonably believed that the woman was a resident at the time consent was given.[9]

The next development in consent came in *Georgia v. Randolph*.[10] In this case, there were two adults who had apparent common authority over a residence. Both were present at the time of the police's arrival, and one consented to the search and one objected. A search was conducted based on the single consent and evidence was found. The court ruled that the consent of one occupant is insufficient when another occupant is present and objects to the search.[11] Hence, when a person with apparent authority to consent to a search is physically present and objecting to the search, a consent search cannot be made even if a co-tenant has consented.

That brings us to *Fernandez* and the final analysis of the consent doctrine. The relevant facts of this case follow:

- Police were investigating an active robbery with possible gang implications in a neighborhood. An anonymous male told the police that "the guy is in the apartment" and pointed to an apartment building.
- Police then observed a suspect run into that apartment building, but did not see the specific apartment he entered.
- A minute or two later, the police heard screams coming from one of the apartments.
- They knocked on the door of that apartment, which was answered by a female named Rojas. She appeared to be recently assaulted, as evidenced by facial injuries and blood on her shirt and hand.
- Rojas stated she had been in a fight and, when asked if anyone else was in the apartment, she stated only her four-year-old son.
- Believing a domestic assault had occurred, police asked Rojas to step out of the apartment so they could do a protective sweep of the home. At that time, Fernandez appeared at the door and stated "You don't have any right to come in here. I know my rights."
- The officers suspected that Fernandez had assaulted Rojas; Fernandez was removed from the apartment and placed under arrest for that assault. Rojas then identified Fernandez as her attacker.
- Approximately an hour later, while Fernandez was still in custody, police returned to the apartment and asked Rojas for consent to search. She gave both verbal and written consent.
- The search yielded the knife used in the robbery, the clothing worn during the robbery, evidence of affiliation with the "Drifters" gang, and ammunition. Additionally, the four-year-old son of Rojas showed police where Fernandez had hidden a sawed-off shotgun.
- Fernandez was convicted of multiple charges for both the robbery and domestic violence and sentenced to 14 years in prison.[12]

A co-tenant can give valid consent to search a home in the absence of another co-tenant who objected to the search, but is no longer present at the time of consent.

Fernandez argued that the only reason he was not still present to continue or maintain his objection to the search was that the police removed him against his will. Fernandez did not contend that the police lacked probable cause to arrest him for the assault on Rojas. Fernandez also argued that since he initially objected to the search and was present at the time, his objection should be controlling under *Randolph* and continue to be effective even after he left the scene.[13]

For the first argument, the court held "that an occupant who is absent due to a lawful detention or arrest stands in the same shoes as an occupant who is absent for any other reason."[14] Essentially, the court saw no legal difference between the absence of a co-tenant caused by lawful police actions or any other reason for not being present, such as being at work. If the co-tenant is not physically present to object, another co-tenant can give consent. Regarding the second argument, the court declined to approve what would be an indefinite objection to a consent search. Stressing that the objecting party must be physically present, the court ruled that Fernandez's "argument cannot be squared with the 'widely shared social expectations' or 'customary social usage' upon which the *Randolph* holding was based."[15]

The court's opinion and analysis provide operational guidance for consent searches:

- If time and circumstances permit, law enforcement officers should get a search warrant in advance.
- Consent to search can be given by a sole occupant who has authority or apparent authority to consent to the search.
- If multiple occupants or co-tenants share the premises to be searched, consent can be given by only one, as long as the other occupants are not present or do not object to the search.
- If any present occupant objects to the search, a consent search cannot be made even if the other occupants are present and give consent.
- If an occupant who has previously objected to a consent search is no longer physically present to maintain the objection, another occupant can consent to the search.
- Whenever possible, officers should get the consent in writing or otherwise record it.
- It is important that officers ensure that the consent was voluntary and not coerced, and document any details that demonstrate voluntary consent.

Following these guidelines should ensure that courts will hold the consent searches as being valid. ❖

Notes:

[1]*Fernandez v. California*, 571 U.S. ___ (2014).
[2]*Id.*
[3]*Brigham City v. Stuart*, 547 U.S. 398 (2006).
[4]*Schneckloth v. Bustamonte*, 412 U.S. 218 (1973).
[5]*United States v. Matlock*, 415 U.S. 164 (1974).
[6]*Id.* at 170.
[7]*Illinois v. Rodriguez*, 497 U.S. 177 (1990).
[8]*Id.*, at 185, citing *Hill v. California* 401 U.S. 797, 804 (1971).
[9]*Rodriquez*, 497 U.S. 177.
[10]*Georgia v. Randolph*, 547 U.S. 103 (2006).
[11]*Id.*
[12]*Fernandez*, 571 U.S. ___.
[13]*Id.*
[14]*Id.*
[15]*Id.*, citing *Randolph*, 547 U. S. at 111, 121.

Dave Spotts began his career in law enforcement in 1975. Since January 2000, he has served as the chief of police for Mechanicsburg, Pennsylvania, Borough. Since 1993, he has also been an attorney representing police associations and promoting professionalism in the field. Chief Spotts is a vice president of the Pennsylvania Chiefs of Police Association and an executive board member for the IACP Legal Officers Section. He is also the Criminal Justice Planning Specialist for the South-Central Task Force, coordinating counterterrorism and all-hazards activities for more than 100 police departments.

Responding to the Globalization of Crime and Terror

Globalization has led to significant changes in criminal activity. Criminal networks are exploiting legislative loopholes, economic conditions, and the Internet to generate illicit profits at low risk. These developments are changing the nature of organized crime and terrorism, moving it toward a looser, networked community. Two features of globalization have had a transformative effect on crime and terrorism—mobility and technology.

Mobility

International travel is easier now than at any time in history, and criminals have been quick to take advantage of this. Whereas most organized criminal groups used to be strictly hierarchical and closely based on family, ethnic, or linguistic ties, we now see more diverse groups, some with as many as 60 nationalities within their midst. This gives them unprecedented international reach, allowing them to operate in multiple criminal markets. Europol estimates there to be 3,600 internationally active organized crime groups in the European Union (EU), the majority of which have members of more than one nationality.

Technology

A second important feature of globalization is the rapid development of the Internet and mobile technologies, which has the effect of reducing the significance of physical distance and international borders.

From a law enforcement perspective, the scale of the Internet is overwhelming in terms of its volume, variety, and velocity. It offers a potent cocktail of features for organized crime groups; unlimited data storage, vast networks of users, rapid information exchange, and an open marketplace are the ingredients for unprecedented volumes of illicit profits. These features also make the Internet a powerful instrument of mobilization and leverage, whether for radicalization or the luring of victims for trafficking and abuse.

The law enforcement challenge is made all the more daunting by the rapid pace of technological development and, in particular, features offering encryption and anonymity. The popularity of The Onion Router (TOR)—a service originally designed to help dissidents under oppressive regimes—among criminals serves to demonstrate the value they place on obscuring the links between their activities and their identities.

From Global Trends to Criminal Threats

The forces of globalization are changing all types of international crime. But two crime threats deserve special attention: the "foreign fighters" phenomenon and cybercrime.

The term "foreign fighters" refers to radicalized citizens of Western countries who join terrorist groups in the Middle East. Once they arrive, they become part of the recruitment process themselves, using social media to spread violent propaganda.

Terrorists have been operating online for at least 10 years, but their forums were for members only, and usually in Arabic. Now, these barriers to entry have been removed, as mainstream social media platforms are routinely used to disseminate high-quality media content, often in English.

Cybercrime has been recognized as a serious problem for several years, but the threat continues to increase in terms of attacks, victims, and the economic harm it causes.

A key driver of this growth is the establishment of a service-based criminal business model, "crime-as-a-service." Technologically adept criminals offer a wide range of products and services to other criminals. Examples of the services that might be provided are the renting of botnets, malware distribution, and the sale of stolen payment card credentials. These services provide access to the cybercrime market even for those with limited technical skills. Attracted by huge profits, traditional organized crime groups are buying their way in by hiring cyber expertise.

A competitive market of malware developers and cybercrime traders drives the increasing sophistication of cybercrime. Virtual currency schemes offer anonymous payment solutions through which illicit services can be purchased. All in all, we are witnessing the industrialization of crime online.

Rob Wainwright, Director, Europol

Challenges for Law Enforcement

These developments present particular challenges for the traditional police skill set. Detection and attribution of crime are made extremely difficult by abuse of anonymity online. There is broad acceptance of police surveillance in the offline world, but the same cannot be said online. This imbalance needs to be redressed, to give law enforcement the tools to intervene online under the right conditions.

Jurisdictional boundaries are also a major obstacle. International cooperation is improving, but the possibilities for judicial cooperation with countries in Eastern Europe, including Russia, and the developing world are still very limited.

We are also seeing changes in the way criminals interact and organize themselves. Whereas traditionally there is territorial competition between gangs, the borderless nature of the Internet allows for a more collaborative approach; in cyberspace, they operate as business partners.

International Cooperation as a Cornerstone of the Law Enforcement Response

The phenomena of foreign fighters and cybercrime are vivid illustrations of how criminals and terrorists make the most of the opportunities offered by globalization. In contrast, law enforcement practices are struggling to keep up with the pace of change.

We need to fill the capability gap quickly. We need to increase the exchange of information and develop real-time cooperation among liaison officers from different jurisdictions under one roof.

We need to increase the exchange of information and develop real-time cooperation among liaison officers from different jurisdictions under one roof.

This is what we are trying to achieve at Europol, the European equivalent of a U.S. fusion center. We collect criminal information from EU countries and more than 20 other partners. With unique information capabilities and expertise, we identify and track the most dangerous criminal and terrorist networks in Europe. In 2014, we have supported over 20,000 cases.

There are 17 U.S. liaison officers working at Europol's headquarters in The Hague, representing 10 U.S. federal agencies. The Federal Bureau of Investigations (FBI) and U.S. Secret Service have recently sent dedicated officers to work with the Joint Cybercrime Action Taskforce (J-CAT) hosted by Europol's European Cybercrime Centre (EC3).

Europol has taken steps to improve the intelligence picture on foreign fighters, offering a central repository in which European countries can share intelligence. U.S. law enforcement agencies are keen to come on board, and I welcome their engagement.

The unprecedented uptake of Europol's services is an indication that our model—combining multilateral and bilateral cooperation with a central command center—is part of the solution to address the threats posed by globalized crime and terror. We have come a long way but we must continue to innovate if we are to provide a successful law enforcement response to these threats. ❖

To learn more about Europol's mission, partnerships, and projects, including the European Cybercrime Center (EC3) and Europol's information exchange initiatives, visit **www.europol.europe.eu**.

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.

Eating Well On-the-Go: New Resources Promoting Officer Nutrition

In order to promote healthy eating habits within the law enforcement community, the IACP, in partnership with the Bureau of Justice, has developed a nutrition tri-fold to help inform officers of nutritious options for meals on the go. The tri-fold offers healthy recommendations of what foods to eat for breakfast, snacks, and a main meal and is supplemented by food options that should be avoided while on duty.

The nutrition fact sheet, a companion piece to the nutrition tri-fold, describes how law enforcement agencies can offer instruction and support to improve their officers' overall nutrition habits. The fact sheet highlights the impact that nutrition has on an officer's performance, ranging from long-term effects to shift-by-shift consequences. It also gives recommendations for how agencies can promote good nutrition strategies to officers department-wide, starting in academy training and continuing throughout an officer's career.

To access these resources, please visit www.theiacp.org/ReducingOfficerInjuryProject.

IACP President Speaks about Community-Police Relations

IACP President Richard Beary has had an active role in the discussions centered around recent high-profile events and how to strengthen community-police relations. In early December, President Beary met with U.S. President Barack Obama, Vice President Joe Biden, and other officials to discuss steps for improving and enhancing community-police relations. To view his statement on the meeting, visit http://goo.gl/F4APzM.

In addition, President Beary appeared on C-SPAN's Washington Journal to discuss community-police relations and President Obama's newly announced Task Force on 21st Century Policing. Philadelphia Police Commissioner and IACP Executive Committee member Charles Ramsey, co-chair of the Task Force on 21st Century Policing, participated in the second half of the segment. Commissioner Ramsey spoke about the creation of the task force and the administration's goals. View the interview at http://goo.gl/AixClZ. President Beary also participated in an interview with CNN (http://goo.gl/MljGds).

Contact Sarah Guy via guy@theiacp.org with questions or for more information.

New Member-Only Benefit—Free Model Policies Access

Starting in January 2015, all IACP members will receive an exciting new member benefit—complete access to the IACP National Law Enforcement Policy Center! Members will be able to download every model policy and its discussion paper on more than 100 different policy topics in the "members-only" area of the IACP website. Model policy topics include Use of Force, Active Shooter, Body-Worn Cameras, Electronic Control Weapons, Investigation of Employee Misconduct, Officer-Involved Shootings, Serious Uses of Force, Body Armor, and Eyewitness Identification. This is a value of over $588 that is now included as part of all IACP memberships free of cost.

For more information on this or other member benefits, please contact Christian Faulkner (faulkner@theiacp.org). ❖

Leadership Integrity: How to Get It, How to Keep It, and Why It Matters

By Brian D. Fitch, PhD, Lieutenant, Los Angeles County, California, Sheriff's Department

There is simply no denying that good leadership begins with good character. The career-ending decisions, bad behaviors, and lack of integrity demonstrated by many politicians, entertainers, athletes, and others in the public eye are almost beyond belief. Indeed, the leadership failures in the private and public sectors—including law enforcement—are, more often than not, failures of integrity. The ethical failures so common among today's leaders seem to point not to a crisis of skill or ability, but to a crisis of character.[1] Unfortunately, rather than rewarding leaders with strong character, followers are too often captivated by leaders with charisma. Yet, despite the importance that many followers place on charisma, history has demonstrated repeatedly that charisma does not reflect the personal and professional integrity necessary for effective leadership.

History is full of examples of leaders, who, despite their obvious charisma and political skill, failed in their roles because they lacked the character necessary to sustain the public trust. For example, former U.S. President Richard Nixon's legacy was forever changed by the Watergate scandal and subsequent cover-up. Rather than being remembered for his foreign policy achievements, he is forever remembered for lying about his involvement with Watergate. The scandal so destroyed Nixon's credibility as a leader that he lost all influence, eventually forcing him to resign in disgrace. Indeed, the people of the United States have never looked at their government leaders in quite the same way again. Another U.S. president who suffered integrity issues was Bill Clinton—despite all his gifts and talents, questions about his integrity hounded him and undermined his leadership throughout most of his presidency.

It is worth noting that character is different than charisma. Charisma is based on personality or image, while character represents a leader's moral center. Character influences a leader's goals, values, self-concept, work ethic, and code of behavior. Indeed, some scholars have argued that the study of ethics is the study of character itself and that, without character, there can be no ethics.[2] This implies, among other things, that a leader can have a charismatic personality, but be devoid of character. In other words, a leader can be charming, personable, and dynamic, but hold core values based on egoism, power, and arrogance. Truly effective leaders, on the other hand, understand the relationship between good character and leadership effectiveness—especially the importance of integrity.

Integrity

As far back 350 BCE, the Greek philosopher Aristotle wrote extensively about the importance of character.[3] Aristotle identified a number of moral virtues, including courage, temperance, truthfulness, modesty, and patience, that he believed to be central to a well-lived life. He defined virtue not simply as an isolated act, but as a "habit" of acting well.[4] Thus, by this understanding, for an action to be virtuous, a person must do it deliberately, know what he or she is doing, and do it because it is a noble action. The actions of a person who does the right thing for the wrong reasons would not be virtuous because he or she did not perform the act deliberately, did not know what he or she was doing, or failed to perform the act simply because it was the right thing to do.

A person does not need to be a leadership scholar to identify the virtues necessary for good leadership. At a minimum, good leaders must demonstrate honesty, fairness, consistency, humility, respect, loyalty, accountability, and courage. However, arguably, the single most important leadership virtue is integrity. While no leader can be truly effective without integrity, the precise meaning of the word is often misunderstood. Integrity is not the same thing as honesty, trustworthiness, or courage. Nor does it mean doing the right thing when nobody is watching, as is commonly believed. Rather it derives from the Latin word *integri*, meaning wholeness. Simply put, it refers to a "state of being whole or undiminished."[5]

Leadership is the ability to influence, inspire, and motivate others.[6] Integrity is vital to a leader's ability to build and maintain credibility with followers. Without integrity, leaders lack the trust and respect necessary to influence others. For leaders to have integrity, their actions must match their words. Unfortunately, many leaders live a double life—behaving virtuously in their public life, but lacking virtue in their personal life. Living two separate lives based on two different value systems, as any follower can testify, is the very definition of hypocrisy. Truly great leaders acknowledge the importance of integrity by remaining true to their word and by behaving virtuously and ethically in both their personal and professional lives. Simply put, character is important in leadership.

One primary quality that sets good leaders apart is their values. Leaders with integrity act in accordance with a set of guiding principles, or core values, that define who

they are and how they behave. They do not say one thing and then do another. Their core values allow them to remain true to their word by demonstrating consistency between what they say and what they do. Their values serve as the guiding principles for their work ethic, treatment of others, and important decisions. Leaders with strong moral character are not swayed by power, rewards, or praise; rather, their choices and behaviors are guided by their character and core values.[7]

Role Modeling

To be truly effective at influencing others, leaders must show the way. In other words, they must act as positive examples by modeling the kinds of attitudes and actions they hope to inspire in others, both on and off the job. Good leaders recognize the impact of their attitudes and actions on others. They understand how followers look to them for clues about how to behave and what is expected. Leaders demonstrate what is important by how they spend their time, by the priorities they set, by the questions they ask, by the ways they treat others, and by the behaviors they reward.[8] When followers believe that their leader is credible, they feel loyal and committed to the organization and its purpose. On the other hand, when followers have little faith in the character or integrity of their leader, they feel disconnected and uncommitted.

Effective role modeling requires trust. Trust is the result of character, not charisma, style, or image, and the trust necessary for effective leadership must be earned. Trust is awarded only to those leaders who have consistently demonstrated the integrity and character necessary to earn the respect of their followers. A leader's behavior speaks louder than personality, charisma, or image. Charisma is helpful only to the extent that the leader connects it with integrity. On the other hand, character persists over time and situations because it is grounded in a set of core values that guide the leader's behavior.[9] People want to follow a leader who they can respect and admire. In contrast, leaders who say one thing but behave in a different way are seen as insincere and deceitful.

Good leaders understand that it is human nature to model the attitudes and behaviors of others, especially those in leadership positions. Good leaders recognize that, if they expect followers to be positive and to work hard, they must demonstrate a positive attitude and exemplary work ethic. If they believe in the importance of trust and teamwork, they must model trust and teamwork. When followers see a leader consistently behave in professional, ethical, and respectful ways long enough, it will eventually become hardwired into the followers' everyday actions. While leadership can be a complex and difficult subject,

one thing is sure—the most effective way to inspire excellence and loyalty is to act as a positive role model.

Failures of Integrity

Considering the importance of good character, why do so many leaders fail to demonstrate integrity? In other words, why do they say one thing, yet do another? Why do they continue to apply a double standard—one set of rules for followers, but a different set of rules for themselves? Why do they preach the importance of work ethic and attitude while acting in ways that are egotistical or self-serving? While the reasons can be as varied as the leaders themselves, one surprising finding is that, very often, the leader's lack of integrity was never in doubt.[10] In other words, some leaders fail to do the right thing not because they don't understand what is expected, but because they don't think the rules apply to them.

It is not an exaggeration to say that leadership is not always easy. Many law enforcement leaders are forced to confront and resolve complex organizational and personnel issues on a daily basis. Indeed, the demands placed on law enforcement leaders are often very different from what is required of followers. And, while the demands on leaders can be significant, leadership also brings with it privileges that allow the leader to do things that others in the organization are not permitted to do. As a result, leaders sometimes see their behaviors as exempt from the normal requirements of morality and integrity.

Ethical failures of leadership, however, are often more complicated and nuanced than simply believing that one is exempt from the normal rules. The unethical conduct and lack of integrity demonstrated by those in positions of leadership can be further divided into mistakes of content and mistakes of scope.[11] *Content* refers to the kinds of actions that are ethically or morally permissible. For instance, a leader might believe that it is ethically permissible for him to lie to followers to encourage compliance. *Scope*, on the other hand, concerns which individuals are ethically required to follow the rules. Thus, while leaders may understand the importance of integrity, they may, nonetheless, succumb to the mistaken belief that because they have reached a position of influence, they are somehow above the rules. While the rules of honesty, integrity, and humility apply to followers, the leader is exempt.

Because most leaders recognize the importance of integrity, they do not—and, in many cases, cannot—engage in immoral or unethical behavior unless they can somehow justify their actions. In other words, leaders must find ways to justify their actions that are outside the scope of what is morally or ethically permissible. It is worth noting, however, that justification is not the same thing as an excuse.[12] When a leader's behavior is excused, it means that, while the behavior is inappropriate, the individual is not held accountable because there were other factors that excused his or her misconduct. If, for example, the leader is unable to fulfill a commitment because others above him or her failed to honor the agreement, the leader is not liable because of factors beyond his or her control. On the other hand, the leader's behavior is justified (but not excused) if the normal rules do not apply because of his or her role, responsibilities, or privileges.

Rationalizing Bad Behavior

Many of the excuses that leaders use to justify their bad behaviors or lack of integrity are closely tied to mistakes about the scope of ethical behavioral.[13] To begin with, some leaders fail to demonstrate the integrity necessary for good leadership simply because they can. For example, a police chief may use the power of his or her office as a way of securing certain perks for no other reason than the simple fact that the position allows him or her to do so. In other circumstances, leaders may fail to act with integrity either because they do not fear the consequences or because they do not care about acting ethically. In still other cases, a leader may point to overly restrictive rules or policies to excuse his or her misconduct or lack of integrity. The leader wanted to act with integrity, but the policy left him or her "no choice" but to break the rules. The same is true of leaders who claim to be "victims of circumstances" beyond their control. Again, the leader wanted to do the right thing, but because of events outside his or her control, the leader had no choice but to sacrifice his or her integrity.

In other instances, a leader's motives may be less suspect or less sinister, and the leader may excuse his or her lack of integrity or lapse in ethical behavior as necessary for the greater good of the organization.[14] If, for example, a leader is committed to accomplishing certain organizational objectives for the good of the agency, it may be considered "necessary" to bend or, in certain cases, ignore the rules. If questioned about this lack of integrity or failure to follow the rules, the leader can justify his or her actions as necessary to get the job done, move the project forward, or accomplish the greater good.

Regardless of the type of justification, the leader's goal is the same in each of these situations: to find some moral rationalization to excuse a lack of integrity. It is worth noting that leaders can invoke excuses either prospectively (before the act) to avoid guilt or retrospectively (after the fact) to remove any regrets.[15] In either case, the more frequently a leader makes excuses for his or her lack of integrity, the easier it becomes to find excuses for subsequent acts of unethical behavior. This is because the more frequently a leader offers an excuse for his or her bad behavior, the easier it becomes to propose similar excuses in the future. With enough time and practice, excuses can eventually become part of the ways leaders think about themselves, their duties, and the consequences of their actions—eventually allowing these types of leaders to engage in increasingly egregious acts of misconduct without the guilt or shame usually associated with wrongdoing.

Leading with Integrity

While lapses in judgment are understandable, a leader who constantly displays a lack of integrity is something altogether different. A leader who continuously fails to honor his or her word loses the ability to influence, inspire, and motivate others. Even more disturbing, however, is that when leaders learn to pay less attention to the morality of their actions, the ways they think about misconduct—that is, their attitudes, beliefs, and values—may begin to change as well. Leaders can begin routinely defining behaviors that were once seen as unethical or immoral as a necessary part of getting the job done. Moreover, once justifications become part of an agency's dominant culture, the important role that integrity plays in the everyday conduct of officers throughout the organization can be undermined.

Fortunately, by paying close attention to what they say and what they do, leaders can maintain their integrity and influence. To begin with, good leaders recognize the impact that their words and behaviors have on others. They recognize that the most important tools a leader has for influencing others are one's own attitudes and actions. Good leaders consciously create opportunities to walk their talk or practice what they preach. Equally important, however, is that good leaders recognize their own integrity as a potential blind spot—especially those at the top of the organization. For example, a study on the character strengths of leaders found that top-level leaders are often overconfident and overrate their integrity compared to the ratings of their direct reports, suggesting that many leaders may be out of touch with how they are perceived by others.[16]

In the end, leading with integrity requires consistency among one's words and actions. Good leaders recognize that others are always watching; regardless of what a leader says or does, someone is always paying attention. And, while followers are always watching, they are especially sensitive to those times when their leaders behave badly or lack integrity. Good leaders recognize the impact of their behaviors on others and, therefore, are true to their word. They do not

say one thing and then do another. They demonstrate consistency and predictability in all they say and all they do. Similarly, they do not hold followers accountable to one standard of behavior, while maintaining a different standard for themselves. Good leaders never ask from others what they are not willing to do themselves. By holding to these standards themselves, they inspire the trust and confidence necessary to consistently bring out the best in others. ❖

Brian D. Fitch, PhD, is a lieutenant and a 32-year veteran of the Los Angeles County, California, Sheriff's Department. He holds faculty positions at Woodbury University and Southwestern University School of Law. Dr. Fitch teaches in the leadership development programs sponsored by the Los Angeles County Sheriff's Department, Los Angeles Police Department, and Los Angeles Fire Department. He can be reached for comments at bdfitch@lasd.org.

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Check out The Dispatch on page 8 to see what *Police Chief*'s readers have to say about leadership and integrity. Want to chime in? Send a letter to the editor to **letters@theiacp.org**.

GROUP SOCIALIZATION and COHESION in Policing

By Adam Fouche, Lieutenant, University of Georgia Police Department, Athens, Georgia

Imagine two young police recruits from similar backgrounds who are hired by a police department at the same time. For the purpose of this hypothetical but conceivable scenario, both are males of the same race from the same community, and they have similar socio-economic backgrounds. They attend the police academy together and receive the same formal training. Upon graduation, they enter the same field training program with their department. Upon graduating from field training, the two recruits' paths diverge for the first time—one gets assigned to patrol team A, while the other joins patrol team B.

From this point forward, their careers take different directions. Officer A finds himself part of a team that places high value on functional group norms that fulfill the department's mission. The group reinforces the core values, guiding principles, and ethical standards that the recruit internalized during formal academy and field training. As Officer A grows and develops as a police officer, he adopts a positive view of his organization and his relationship with the community. He excels at his job and quickly attains success and satisfaction.

Officer B, on the other hand, has joined a very different patrol team. While, formally, team B leadership advocates the same core values, guiding principles, and ethical standards as team A, the informal processes within the group suggest an alternate view. Officer B is quickly socialized to adopt an "us versus them" mentality against both the department administration and the community. He becomes the subject of excessive use-of-force complaints and allegations of ethical misconduct. As Officer B grows and develops in his career, he forms a cynical and negative outlook on his occupation and his community. Officer B does not find success with his department and either remains as a dissatisfied member of the organization or decides to exit the agency.

Officers A and B offer an example of two recruits joining an agency with very similar beginnings but very different progress through their careers. What accounts for such differences in the outcomes of these officers? Could it be a difference at the core of each recruit's character that causes such issues? Is it a failure of the leadership on team B or an accomplishment of the leadership on team A? Or, might there be some other internal group processes that account for the difference?

Psychology and military science professor Dave Grossman wrote about the power military groups have over individual members in overcoming a person's predisposition against killing another human. Grossman, who was also a former Army Ranger, noted that one of the key factors "that motivates a soldier to do the things that no sane man wants to do in combat (that is, killing and dying) is not the force of self-preservation but a powerful sense of accountability to his comrades on the battlefield."[1] What Grossman described is the power groups have in exerting influence over the behaviors of their members.

Social and organization psychology pioneer, Kurt Lewin, argued that changing groups is easier than changing individuals.[2] This article discusses how the socialization process in groups changes individuals to adopt group goals, norms, and values. It will also examine the link between the socialization process and group cohesion as a means to explain Grossman's view on the power of groups over their members, particularly in a law enforcement setting.[3] Through a study of the processes and power of socialization, for good or for bad, the literature presented will explain how Officer A and Officer B could turn out as such different employees and why police leadership should be hyperaware of the group socialization process within an organization.

Socialization—Two Models

Environmental psychologist Daniel Levi defines socialization as "the process by which a person becomes a member of a group."[4] In its Leadership in Police Organizations training program, the International Association of Chiefs of Police (IACP) adopts the view that socialization is usually a function of small groups.[5]

Two socialization models are presented, and although neither is law enforcement–specific, both models offer a general framework of the socialization process applicable to many small groups.

Model 1: Levine and Moreland

Social psychologists John Levine and Richard Moreland proposed that individuals undergo five stages of socialization when they join a new group—investigation, socialization, maintenance, resocialization, and remembrance. They also concluded that three psychological processes—evaluation, commitment, and role transition—are occurring concurrently through the socialization process.[6]

The first of these psychological processes, evaluation, involves the way individuals and groups evaluate their relationship. Since this is a background process occurring throughout the socialization process, the group continually evaluates the individual member's contribution to group goals. The evaluation process can also result in the group taking corrective action against an individual member if he or she fails to perform according to the group's expectations. Similarly, an individual evaluates the group in terms of how well it is meeting the individual's needs and desires. Failure by the group to meet the individual's expectations could result in lower individual performance or commitment to meet the member's level of satisfaction with the group.[7] Effective teams must meet individuals' needs to feel connected, to feel special, to succeed, to realize potential, and to develop competence.[8]

The level of commitment between the group and the individual has important influence over both parties. A strongly committed individual will internalize group norms and goals, work harder to help the group succeed, and be more likely to maintain a positive relationship with the group. Likewise, a group strongly committed to the individual has greater potential to be more accepting of individual differences, to fulfill individual needs, and to retain members. Levine and Moreland stated that commitment is not constant

Levine & Moreland: Group Socialization Model

through the course of a relationship.[9] Since groups and individuals are constantly evaluating one another, the level of commitment could change based on those evaluations.

As commitment changes, the nature of the relationship between the group and individual also change. When the two evaluate this change, it could lead to a transition in the role of the individual or group. This transition can be defined as a change in the expectations the group and individual have for one another. The role transitions mark the individual's passage through the five stages of socialization. In Levine and Moreland's model, the constant processes of evaluation, commitment, and role transition help move an individual through the stages of socialization.[10]

The first stage of socialization in Levine and Moreland's model is **investigation**. The group seeks and recruits potential members that may help the group reach its goals. Potential members also search for a group that might help them fulfill their personal needs. If the commitment level of both parties during this phase rises to the level that it meets each other's entry criteria, then the role transition of entry occurs and the individual becomes a member of the group.[11]

During the **socialization** stage, the group tries to change the individual to allow him or her to better contribute to group goals.[12] The individual can also attempt to modify the group to better accommodate personal needs. Once the commitment of the group and individual rise to the level of mutual acceptance, a second role transition occurs and the individual becomes a full group member.

Levine and Moreland label their third stage as the **maintenance** phase. The group and the individual engage in "role negotiation."[13] The two parties attempt to find a role for the individual that maximizes both his or her contribution to group effectiveness and the fulfillment of the individual's personal needs and goals. The process may lead to even higher commitment from both parties and continued valuable performance from the individual, but role negotiation could also result in low commitment leading to the individual becoming a low performer.

During the fourth stage, called **resocialization**, the group attempts to help marginal members reach expected levels of contribution to group goal attainment while the individual attempts to restore the group's contribution to the fulfillment of personal needs and goals.[14] Success leads to further assimilation and accommodation. Failure to resocialize could lead to the individual or group deciding to severe the relationship.

Finally, the process ends with **remembrance**. The group's memories of individual contributions become part of group tradition. Likewise, the individual will reminisce on the group's contributions to individual needs and goals. Continued evaluation of the relationship by both groups can occur.[15]

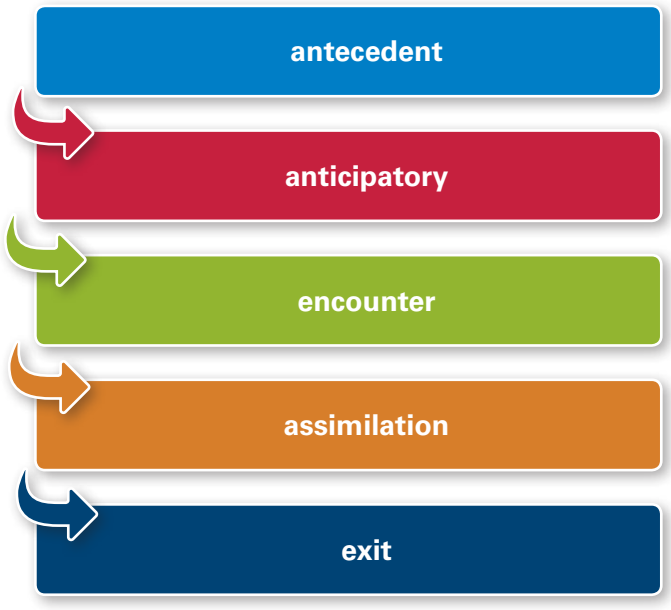
Model 2: Anderson

Carolyn Anderson and her colleagues offer an alternate model of the socialization process. Their model focuses on the individual's experience of the socialization process through the five stages of antecedent, anticipatory, encounter, assimilation, and exit. Their model also accounted for the realization that individuals are members of more than one group at a time.[16]

The **antecedent** phase includes the skills, behavior, traits, experiences, demographics, and other factors that members bring to groups. This background affects an individual's willingness to become part of a group and the success that person will have socializing into a given group. The antecedent phase also includes the background of those who are already members of the group, as they too have an impact on the socialization process. Indeed, one could make the argument that the group or individuals are not the only parties involved in the socialization process, as the Anderson model points out with the inclusion of the antecedent phase.[17] The IACP emphasizes that everyone the potential member comes into contact with has an impact on the socialization process. These personal contacts, as well as information gained from the myriad of media sources, form and shape the background and perspectives the individual brings into the socialization process.[18] In Levine and Moreland's model, this antecedent phase does not appear as a stand-alone process; instead, it appears to be an implied process of the investigation phase. Their model suggested that individuals and groups are evaluating one another to see if they would fit together well, which carries the implied recognition that individuals and groups bring differences into the relationship.[19]

The second phase is the **anticipatory** phase, which is defined as the "pre-affiliation expectations that group members form about each other." Individuals and groups communicate to one another their expectations about their relationship, in effect, anticipating what the relationship will be like. The success of the socialization process relies in part on how well the members' expectations align

Anderson, et. al.: Group Socialization Model



with the reality of the relationship. The more accurate members' expectations are, the more likely socialization will be successful. The converse is also true.[20]

The third phase consists of the **encounter**. During this phase, group members come together and discuss group goals, roles, norms, and expectations.[21] It is during this phase that the group members have to work out a balance between group goals and individual goals.[22] The phase appears to be the beginning of the socialization stage in Levine and Moreland's model where the group starts changing the individual to meet group norms, roles, expectations, and goals.[23]

The fourth phase in this model is called **assimilation**. Anderson and her colleagues describe assimilation as a process whereby the individual begins total integration into the group culture. Becoming comfortable in expressing ideas and opinions and beginning to participate in the behaviors that directly affect group processes are described as evidence of assimilation. Similarly, evidence can be seen when group members begin to accept a new member's ideas and support the new member. Assimilation is not a one-way process by which new members change to fit the group, but rather a blending of new members with the group. Additionally, assimilation includes the maintenance of the relationship between individuals and the group in working toward group tasks and goals.[24] This fourth phase appears to be a blending of Levine and Moreland's socialization, maintenance, and resocialization phases.[25]

Finally, this socialization model ends with the **exit** phase. The exiting process is marked by phases of separation, transition, and incorporation. Anderson and her colleagues argue that when individuals leave groups, they carry their experiences with them into new groups. The experiences of members left behind also shape those members' future interactions within the group and with new members. Members leaving or groups disbanding can be voluntary or involuntary, and group members undergo a process of reflecting on why a member has left or why the group has disbanded.[26] This phase appears very similar to Levine and Moreland's remembrance stage.[27]

Both socialization models have similar explanations of the socialization process as moving through a series of stages. Both incorporate the setting and evaluation of expectations between groups and their individual members, as well as accounting for the effect that members' experiences have on future relationships.[28] Anderson's model, however, appears to put more emphasis on the role antecedent factors have on the success of the socialization process.

Socialization Building Cohesive Groups

Both of these models acknowledge that the outcome of a successful socialization process would lead to an individual adopting the values, norms, and goals of a group.[29] Likewise, the IACP suggests that two indicators of successful socialization are high commitment and internalization.[30]

High commitment, according to the IACP, leads to an individual's developing strong ties with the group and working to meet group goals for the satisfaction and rewards that come from such effort. In other words, an individual who is highly committed to the group—one properly socialized—would desire to support the group and its mission. Additionally, a highly committed individual would also internalize the group's goals and values.[31] Therefore, a person who was successfully socialized would hold group beliefs and values as his or her own and would be committed to helping the group accomplish its goals.

With this in mind, imagine a group composed of members who had been socialized in such a way that they internalize the group's values, norms, and goals and are committed to the group. Levi stated that a group containing individuals with group pride, a sense of identification with the group, and a shared social identity could be said to be highly cohesive.[32] The IACP also says that highly cohesive groups have members who show greater care for the group and are highly committed to the group.[33] Groups that are highly cohesive work around a shared set of goals and have members who are loyal to the group. Therefore, groups whose members have been successfully socialized under models like the ones presented could be seen as groups with high cohesion.[34]

The IACP further argues that highly cohesive groups have the ability to exercise power over group members. Individual members of such groups are more willing to make personal sacrifices to please the group and remain a member of the group. The group has the power over the "opinions and behaviors of its members."[35] Individual members will be more likely to change or tolerate activities and behaviors they normally would not to maintain group members. Such highly cohesive groups are better able to resist external pressures that do not coincide with group goals or values.[36] Though Grossman did not use the term "cohesion," he did write about the power groups hold over individual members. Grossman stated that peer pressure from the group could cause an individual to care "so deeply about his comrades and what they think about him that he would rather die than let them down."[37]

High commitment, according to the IACP, leads to an individual's developing strong ties with the group and working to meet group goals for the satisfaction and rewards that come from such effort.

Dysfunctional Groups

The discussion thus far has not addressed the functional or dysfunctional nature of group values, norms, and goals. It is important to note, then, that while a person could very well become successfully socialized into a group, it is not a given that the group adopts or adheres to the larger organizational values, norms, or goals. In fact, in a dysfunctional group, those values, norms, and goals may well be counter to the organization's wishes; however, negative goals do not necessarily diminish how powerful or successful the socialization process could be. The IACP states that "if a group develops dysfunctional goals and becomes cohesive around them, then the group will work very hard to achieve them, also resisting all attempts to change either the group or their norms."[38] Therefore, groups can still be highly cohesive and successful in socializing new members, even if the group's values, norms, and goals are dysfunctional or potentially harmful to the organization. Such a highly cohesive group with organizationally harmful values and goals could be very detrimental to an organization when the group has the power to exert great influence over the behaviors and opinions of its membership.

Application to Policing

Law enforcement researcher Janet Chan theorized that traditional socialization models do not neatly fit the police socialization process. She argued that police officer socialization into groups is largely serial, with experienced field training officers helping to socialize new officers.[39] Criminology and social research professor Nigel Fielding stated that in policing two socialization processes are occurring—one related to the police organization and one to the police occupation. He defines the organization as the actual agency that exists to achieve specific objectives—while the occupation is the formal and informal practices sanctioned by the organization. Fielding argued that a

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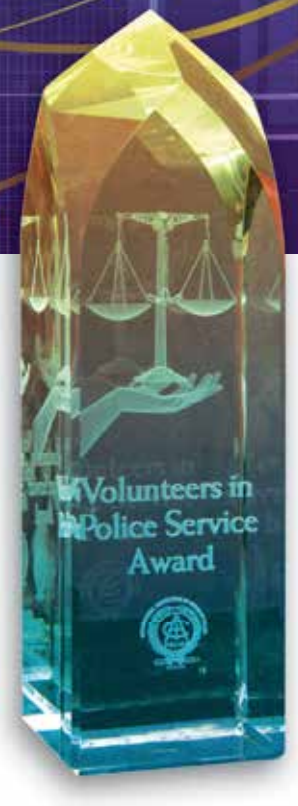

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contrast exists between the formal organizational culture and the informal culture of its members.[40] Training programs for police also differ from many other careers. Police officers typically undergo highly formalized training programs, both before and after joining small work groups. The IACP suggests that officers often undergo a rigid socialization process that leads to high internalization of group values and norms and, thus, high commitment to the group.[41]

The IACP also identifies several other factors that can make cohesion within police groups very high. First is the idea of sacrifice.[42] Police work can be inherently dangerous, and officers rely on other members of their group for protection in dangerous situations. In additional, few other careers put employees under the pressure of dealing daily with the potential to infringe upon a person's constitutional rights. Finally, the occupation can often involve long hours, undesirable schedules, and work during holidays and weekends. Such working conditions carry an implied personal sacrifice for the achievement of group goals.

The second factor the IACP names is teamwork.43 Some of the occupational challenges officers face require high levels of teamwork. Response to complex and large-scale incidents requires a coordinated effort by group members. The dangerous nature of certain police calls also necessitates teamwork and cooperation among group members to keep one another safe. Research has identified strong bonds between officers because they rely on one another for safety and because of a perceived conflict between the community and the police.[44]

Third, the IACP identifies the existence of unique norms and symbols as a factor influencing cohesion.[45] Though law enforcement is not the only profession that utilizes uniforms to identify personnel, the occupation's para-military roots have led to symbols and uniforms playing a role in an individual's identity within a certain group. Officers are associated with their department by a unit patch or badge. They are usually identified by insignia, designating rank. More specialized and small groups within organizations may also have their own unique symbols and uniforms, like the large vests and helmets typically associated with a SWAT team officer. Officers in large cities often wear insignia that designates the precinct they belong to. Vehicles are usually agency-specific and can be group-specific. Special norms or privileges may be granted to officers who are members of certain groups within organizations. All of these unique norms and symbols give members of these groups an opportunity to show group loyalty and cohesiveness.

Finally, the IACP lists missions as a factor that increases group cohesion in law enforcement. Groups can often be organized around the accomplishment of missions. Some of these could be everyday task groups that organize around missions the organization defines, such as officers assigned to traffic enforcement. Others could be extra assignment or volunteer duty groups organized around very specific missions, like a hostage negotiations team. Successful mission accomplishment further influences group cohesion as group members unite around their successes.[46]

Researchers in other fields have also identified certain unique occupational issues that cause police officers to more strongly identify with their group than those in other professions. In their work providing counseling services to police officers and their spouses, Randy Borum and Carol Philpot identified several factors that influence psychological treatment of police couples. Many of these factors appear rooted in the way officers identify themselves with police groups. Officers are often over-involved with their co-workers, which can lead to isolation from the rest

of the community. This over-involvement appears as a result of the nature of an officer's job in dealing with dangerous situations and frequent encounters with people engaged in criminal activity. Such job tasks create a mentality of the police versus the community and can lead the officers to trust only members of their group. Borum and Philpot recognized the power of law enforcement groups on officers and argued that the "impact of these influences should not be underestimated."[47]

Conclusion

Consider again the hypothetical story of Officer A and Officer B with which this discussion began. Is it possible that both officers with the same formal training coming into the same agency could have different outcomes due to the groups with which they are associated? Both socialization models presented outline the processes an individual undergoes when joining a group. Though their stages were different, both models indicated that successful socialization would lead to an individual possessing a high commitment to the group and internalizing the group's beliefs, values, norms, and goals.[48]

Other IACP research presented indicated that groups whose members possess high levels of commitment and internalization of group goals and beliefs also often function with high group cohesion.[49] It can be assumed that if a group is successfully socializing individuals to possess high commitment and internalization, then other members of the group must also possess the same traits. Such traits would indicate high group cohesion. Further, highly cohesive groups possess power over individual members due to the desire of group members to support group goal attainment activities and retain group membership. Groups can either be cohesive around positive, functional norms working for organizational good, or they can be destructive to the organization by being cohesive around negative, dysfunctional norms and values. The nature of group goals, for good or for bad, does not change the potential power of the socialization and cohesion processes.

Further, research presented alluded to the possibility of a greater likelihood that law enforcement work groups will be highly cohesive due to the nature of the occupation. Because of this cohesion, police groups have tremendous potential to exercise power and influence over group members. Groups with positive, functional values and norms will socialize new officers under those acceptable values. However, those groups with negative values and beliefs may socialize officers into a group culture that could support goals and beliefs counter to the organization's purpose. Police leaders, therefore, must be aware of the molding and shaping of new officers that occurs during the socialization process to ensure that positive goals and norms that support the organization are being reinforced. A failure to monitor group climate and the socialization process could lead to problems such as those faced by the hypothetical Officer B in the previous scenario. Police leaders must develop an understanding of the power the socialization process has in changing the beliefs, behaviors, and opinions of group members. Only then can they begin to prevent other Officer Bs from falling victim to such a powerful process with potentially negative consequences. ❖

Lieutenant **Adam Fouche** is a 10-year veteran of the University of Georgia Police Department. Lt. Fouche holds a master's degree in public safety administration from the Georgia Law Enforcement Command College at Columbus State University and a bachelor's degree in journalism from the University of Georgia. In 2008, Lt. Fouche graduated from the IACP Leadership in Police Organizations (LPO) training program, and he became an LPO instructor through a faculty development workshop in 2009.

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Forrester's Rules for Organizational Change

Lessons for Police Leadership

By Bob Harrison, Course Manager, California POST Command College

For policing agencies that have ever tried, and failed, to engineer significant organizational change, a lesson from the past may hold the key to move from setback to success in their next effort to create change. In 1970, Dr. Jay Forrester testified to the Subcommittee on Urban Growth of the Committee on Banking and Currency of the U.S. House of Representatives.[1] That testimony was later captured in an article written by Forrester capturing the essence of what he said. More than four decades have passed since Forrester's testimony; however, his thoughts and lessons have never been more germane. In fact, the "rules" for effective change he presented can be a road map to make changes that last and resolve the complex problems facing law enforcement today.

The Father of Systems Dynamics

Jay Forrester is the Professor Emeritus of Management at the MIT Sloan School of Management. He is best known as the father of system dynamics, the study of complex behaviors over time. System dynamics is "math-heavy," using concepts drawn from feedback control to organize information into computer simulation models to act out the roles of people in the real system.[2] In 1956, Forrester used computer simulations to analyze social systems and predict the implications of different models. That work led him to the significant conclusion that, from a systems dynamics perspective, physical systems (e.g., a power plant), natural systems (the ecosystem), and human systems (organizations) are fundamentally of the same kind and vary only in their degree of complexity.[3] From this foundation, he applied the tools of system dynamics to global problems.

Forrester's 1970 testimony to the U.S. Congress related systems theory to decisions being made at that time for urban renewal. This led to several comments relevant to change efforts in any organization. Six of the points made by Forrester, in particular, are critical for police managers working to create lasting change.

- In troubled organizations, people in the organization generally know their duties and intended outcomes of their work with a high degree of accuracy.
- Those people are also generally trying in good conscience to help solve the major difficulties the organization is experiencing.
- They do, however, tend to look outside the organization for causality or blame for the issues causing duress.
- In many instances, the known policies and actions of an organization are "fully sufficient" to create its difficulties, regardless of what happens externally.
- A downward spiral frequently develops in government, where judgment and debate lead to a chosen solution instead of careful analysis.
- If a chosen solution worsens conditions, so too does the effort (using the solution) to combat it. This, of course, continues the downward spiral.

Forrester noted that social systems are inherently insensitive to most policy changes chosen to alter the behavior of the system. He did believe there are a few sensitive influence points; however, they are generally not where people may expect them to

be and are most often not at the surface of an issue. In fact, he said that decisions made in the short term are often adverse to the benefit of the long-term issues. Finally, he concluded that a person guided by intuition and judgment alone to make critical decisions would alter the system in the wrong direction. In law enforcement, the conflict between short-term crises and long-term solutions is a common problem; Forrester's recommendations can help move beyond that dilemma to resolve issues instead of merely modifying their form or appearance.

The Social System of Law Enforcement

Forrester's insights into systems open the possibility for law enforcement leaders to think more counter-intuitively and to understand why organizational change can often be vexing and challenging. In fact, he noted that social systems (speaking most directly to government systems) designed by policy, law, processes, and practices without any dynamic analysis are not adequate to prevent unexpected consequences.[4]

For example, many planning and change projects seek to improve a deficient condition, yet the urgency to "do something" encourages leaders to use their judgment to do what seems best at the time. Knowing that short- and long-term choices can be in conflict helps extend one's time horizon to consider outcomes beyond merely diminishing the short-term problem. This can lead to more effective decisions, and allow people to better serve the goal of organizational health by adopting a longer-term mentality to resolve the critical issues facing them.

Another example might be that an agency's officers and staff are probably more aware of and better equipped to identify the problems hampering the success of their organization than their managers. Once they are trained to move beyond the enemy being "out there," they can engage in a process to isolate the true influence points in a system to create effective change.

Applying the Rules

Theories are useful, but one might ask, "What would this look like in real life?" The possibilities are almost limitless, since issues and problems emerge in any human system. In policing, opportunities to enhance the outcomes of law enforcement are almost anywhere one might look. Many of the issues critical to the safety of communities are the same ones for which there are not yet suitable solutions. It is not for lack of effort, though, that the police are in their current state.

Law enforcement has engaged in a myriad of programs and efforts to combat crime, with results as varied as the efforts. The greatest similarity among many of these well-intentioned programs is their long-term ineffectiveness in resolving the problems for which they were created. Even novel approaches with short-term success often falter once formal efforts cease.

George Kelling and James Wilson's seminal "Broken Windows" article in 1982 discussed the outcomes of Newark, New Jersey's Safe and Clean Neighborhoods program in which officers were removed from their patrol cars to work on foot.[5] Although reported crime actually rose, residents reported feeling more secure, and that they thought crime had gone down. The intent of the program was to reduce crime, so it was a "failure" with regard to its envisioned outcomes. It did, though, touch the surface of Forrester's insights by allowing those who practiced policing to move away from the short-term calls for service to the longer-term health of the neighborhood as their focus. The surprising change in perceptions within the community became an icon of belief (and subsequent action) for the police.

Kelling and Wilson's conclusions spawned a national trend toward "weed and seed" programs, many of which saw degrees of success. Over the years, though, due to a "return to normal" effect once police efforts ceased, the problems returned and, sometimes, intensified. For example, in 2013, Newark, New Jersey (the focus of Wilson and Kelling's article), was named one of "America's Most Dangerous Cities" by CNN.[6] This does not mean the theory or actions behind "Broken Windows" were wrong—they just didn't effect a long-term change. Once Newark's neighborhoods were "safe and clean," city government returned to "normal," and the issues Forrester noted took effect. People worked in good conscience to solve problems and enacted rules and policies intended to cope with the rise in crime and decline in living standards. However, as problems spiraled downward, judgment and political debate led to solutions instead of further analysis of underlying causes. As crime continued to rise, funding and law enforcement effort matched it, leading to the state of the city today. As demonstrated by Newark's experience, more effort does not resolve underlying problems that create more crime. Forrester's rules, however, are a foundation from which law enforcement leaders can actually innovate to solve those problems rather than just engaging in one more change.

Designing Different Outcomes

When the trained eye sees or senses friction in the organizational environment, it is the first sign of the possible need to intervene to remedy the deficiency. Using Forrester's lessons, one can see more easily that a quick solution is most often the precursor to future problems (or creates different symptoms to the same problem). This is true not only for crime and disorder control, but also for issues within the walls of the organization.

For instance, if an agency were having difficulty finding enough qualified applicants to fill their ranks, the quick answer would be to do more of what they are already doing—advertise, accept applications, test, screen, and conduct background investigations prior to hire. That approach is used by almost every police agency in the United States; however, practitioners note an average success rate from application to hire is about one to three hires per one hundred applicants. As the cliché states, the essence of insanity is doing the same thing over and over and expecting different results. It is time to think differently, and then act on those thoughts.

Using the recruiting process as an example, here is how five rules drawn from Forrester's insights would affect a police executive's work to create better outcomes.

1. *Seek insight from those involved in, affected by, or using the process.* This step is part of the "exploring" phase of Policing by Design.[7] In that model of innovation, exploration entails observation, interaction (with users), and empathy, a necessary mind-set throughout any problem-solving effort. For the recruiting process, this means assessing the agency's current state and the outcomes the recruiting system creates. Options include talking with recruiters, as well as to those who have either applied for law enforcement positions or who would do well in the profession, but had not considered applying. In this process, it is critical to connect with how the system looks and feels to those involved. This allows leaders to seek ways to remedy the issues users experience as they consider changing the system.
2. *Understand that those involved will likely attribute problems to external factors.* Recruiters may blame the educational system, the media, a lack of willingness in "today's kids" to work hard, or a number of other causes. Applicants might point to an unfriendly and harsh process or one that doesn't reasonably accept the "little mistakes" of their lives. Those who might be great cops who aren't aware of how they might thrive in it aren't thinking anything; they aren't involved. Each of these perspectives may be sincere; they are also incomplete. Once the system moves beyond blaming people or events and focuses instead on the outcomes it is producing, it is susceptible to constructive change.
3. *An organization's current policies and practices are most often a primary cause of the problem.* A number of policies in the procedures manuals of police agencies were created in response to a singular incident (or employee). Others either resulted from a short-term assessment, or came from other agencies without considering ways they would need to be modified to address local needs. In recruiting, this is easier to see than for more complex crime issues. The lack of success is known and has remained constant for years. What is lacking is sufficient energy to overcome the status quo. For this aspect of Forrester's rules, the first, and perhaps most important, step might be to create a confidence that doing things differently (even creatively) can produce a sustained difference in the quality of what is being done.
4. *Initial efforts to identify problems will likely bring to light symptoms, but not their underlying causes.* The analysis of issues can be framed into symptoms, problems, and causes. Symptoms are easy to notice, and problems can be identified through interaction. However, causes, those "levers of change," are much more subtle. The need to determine causes is critical to the eventual success of any change effort, since addressing a problem at that level is the only way to engage innovative change in ways that will produce the desired outcomes.[8]
5. *Use data to inform your judgment, not intuition.* Intuition is a necessary element to any innovation. In fact, what philosopher Charles S. Peirce termed a "logical leap of the mind" is what is missing most often when plans and strategies are being deliberated.[9] Intuition alone, though, is insufficient to create real change. Humans tend to react to the short-term critical problem to relieve the stress or pressure of the moment. Most often, though, that just delays finding the underlying causes to resolve the issue at hand. What is needed is "informed intuition" to create strategies that address the causal level to engage in real change. In recruiting, an agency might create incentives for more applicants, which just creates more chaff through which to wade to find qualified people. The same agency might host job fairs, which take time and effort away from finding qualified applicants. Without assessing the organization, and then developing doable strategies to hire more of the right people to create the department's future, law enforcement will replay today's outcomes over and over again with the same deficient results.

Next Steps

Forrester's rules can be applied in a variety of ways. Before they can, though, leaders must first abandon any tendency to cling to tradition and the status quo. Once they do, the possibilities are limitless. Policing by Design offers a model to explore, define, create, test, and adopt innovation to create and sustain real change.[10] Before it or Forrester's observations are useful, however, a "change of mind" is needed for leaders to be willing to go deeper to get envisioned outcomes.

Peirce says to make sense of what one sees by wondering about its nature and then making an "inference to the best explanation" to generate real solutions.[11] Incorporating Forrester's five rules transforms these inferences into action in a way that will relieve the urgency to "do something" while also serving the long-term good. Ignoring the realities of the organizational system merely dooms one to repeat the past time and again. ❖

Bob Harrison served more than 30 years in law enforcement, retiring as a chief of police for the City of Vacaville, California, in 2004. Harrison is the course manager for the California POST (Commission on Peace Officer Standards and Training) Command College and is also the FBI Behavioral Sciences Unit's "Futurist in Residence" for 2014, where he is researching ways to enhance innovation and creativity in law enforcement. He was the 1993–1994 Fulbright Fellow in Police Studies to the United Kingdom, and now teaches strategic planning, innovation, and writing skills to professional audiences. Harrison can be contacted at bobharrison@cox.net.

Notes:

[1]Jay W. Forrester,"Counterintuitive Behavior of Social Systems," *Technology Review* 73, no. 3 (January 1971): 52–68.

[2]Jay W. Forrester, "Systems Dynamics and the Lessons of 35 Years," in *The Systemic Basis of Policy Making in the 1990s*, ed. Kenyon B. DeGreen (Cambridge, MA: MIT Press, April 29, 1991), http://clexchange.org/ftp/documents/system-dynamics/SD1991-04SDandLessonsof35Years.pdf (accessed August 13, 2014).

[3]Forrester, "Systems Dynamics and the Lessons of 35 Years."

[4]Ibid.

[5]James Q. Wilson and George L. Kelling, "Broken Windows," *The Atlantic Monthly* 249, no. 3 (March 1982): 29–36, 38, http://www.theatlantic.com/magazine/archive/1982/03/broken-windows/304465 (accessed November 26, 2014).

[6]Les Christy, "The Most Dangerous U.S. Cities," CNN Money, January 23, 2013, http://money.cnn.com/gallery/real_estate/2013/01/23/dangerous-cities/6.html (accessed August 13, 2014).

[7]Bob Harrison, "Policing by Design" (unpublished manuscript).

[8]Harrison, "Policing by Design."

[9]Roger L. Martin, *The Design of Business*, 3rd ed. (Boston, MA: Harvard Business Review Press, 2009), 64.

[10]Harrison, "Policing by Design."

[11]Martin, *The Design of Business*.

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Leadership in Mourning: Leading Personnel Through a Line-of-Duty Death, Suicide, or Other Tragedy

By Michael J. Craw, PhD, ABPP, Police Psychologist, Los Angeles, California, Police Department; Denise Jablonski-Kaye, PhD, ABPP, Police Psychologist, Los Angeles, California, Police Department; J. William Worden, PhD, Laguna Niguel, California; and Michael A. Albanese, Captain, Burbank, California, Police Department

Captain Albanese's personal journey of leading through the event of tragedy illustrates the importance of exuding emotional warmth, being aware of one's own emotions, and using one's experience and skills in developing specific leader actions. And while it might be tempting to define his leadership attributes as intangibles, in fact his qualities fit within a knowable framework of emotional competencies that improve leader performance.[1] To the extent that it is possible to develop a leadership "how-to guide" for handling the aftermath of tragedy, this article reviews and applies several models to inform the leader's response.

The challenge for law enforcement leaders in the midst of a tragedy is to respond in a manner that resonates with or is on the same emotional wavelength as their personnel.[2] Messages that resonate are reflective of a leader who is in touch with not only their own emotions, but with the emotions of those they lead, as if they are marching down the same path together. Such empathy from a leader is best expressed through compassionate acts and emotional warmth that his or her followers can readily identify.

There is no substitute for good leadership during a tragic moment such as the loss of an officer. No matter the rank of the deceased, delegating is not an option. The leader's actions should focus on the deceased and those impacted by the loss.[3] Leaders are in a unique position to provide meaning to and perception of traumatic events through their use of words. Two models are presented in this article: (1) Hardiness Attitudes and (2) the Four Tasks of Mourning, both of which can assist leaders in formulating their specific response in terms of word choice and response style in the aftermath of a tragedy.[4] The concept of emotional warmth and resonance is best viewed as an overarching philosophy that permeates all the leader says and does.

A LEADER'S PERSPECTIVE

By Michael A. Albanese, Captain, Burbank, California, Police Department

As a leader, nothing adequately prepares you for the tragic death of one of your officers. For the most part, there are no classes or how-to books on managing your officers, peers, and yourself in this situation. Common sense, effectively reading your people, and following your leadership instincts will need to prevail.

The initial shock of the death will be paralyzing both emotionally and physically; there is no equivalent emotion in all of our professional experience that compares to the death of an officer. At the time of tragedy, emotions are understandably abundant, and, as a leader, you are continually searching for and prioritizing what you can do to take care of your officers. I thought that the most immediate need after the death was to try to remove the pain for my officers. That desire was somewhat naive, unrealistic, and unattainable. Once I understood that, I found that it was essential to be highly visible and to take as much time as needed to engage in dialogue with my officers, which ultimately put us all on a path to healing.

One of the most painful, yet vital, gatherings was my first opportunity to meet with the officer's family after the death. I found myself unprepared and without words. The immediate family was surrounded and supported by their extended family. My intention to support them and demonstrate how strong we were was soon replaced by them attending to my emotional needs as I experienced a wave of grief. Their sharing of the grieving process with me and others established an enduring relationship that has immeasurably helped those affected by his death. My spontaneous expression of emotion that I first perceived as somewhat embarrassing turned out to be an important shared experience with the family. As a leader, maintaining a genuine and heartfelt relationship with the family is essential and expected in the years following the loss.

Such appropriate self-disclosure was also critical to facilitating dialogue with my team in our first meeting after the death. I reflected on my own experience by saying, "Am I the only one who can't sleep, who hasn't eaten, has lost weight, and has had meltdowns that have taken me to the ground; am I the only one who has experienced these?" This modeling helped normalize their experience of intense pain and stimulated important discussion.

The hardy leader influence hypothesis is the mechanism by which the leader helps those he or she leads reinterpret the meaning of challenging events consistent with hardiness attitudes.[5] Hardiness involves a constellation of three attitudes: commitment, control, and challenge. *Commitment* is the belief that life is worthwhile and that engaging fully in life is the way forward versus succumbing to passivity. *Control* is the belief that one can exert influence over much of what happens in life, which counteracts feelings of helplessness in the face of adversity. Finally, *challenge* is the belief that both positive and negative events in one's life are opportunities to deepen an individual's sense of meaning and purpose.[6]

Law Enforcement–Specific Mediators of Mourning

Those who have experienced the death of a loved one are said to be in a state of mourning, which refers to the process of moving through the experience of loss. The term "grief" refers to the emotions people experience as a part of the mourning process. The four tasks of mourning are described as milestones that the bereaved complete and are influenced by the mediators of mourning, described in Figure 1. Mediators that may have particular relevance for law enforcement–related deaths are presented. For instance, in examining Mediator 1 (Who Died), law enforcement deaths carry special symbolism because of what police officers represent both to society and within law enforcement circles that make the death especially poignant.

In examining Mediator 3 (Death Circumstances), line-of-duty deaths often involve close proximity to violent and traumatic deaths that is typical only in law enforcement or the military. Such potential exposure carries its own significance for survivors, especially when cast against a civilian population that rarely, if ever, witnesses such events. Following this theme of trauma is Mediator 4 (Historical Antecedents), in which police officers often carry a history of repeated exposure to trauma that serves as their personal backdrop as they accommodate a current death. Given that the most common response to trauma exposure and loss is resiliency with a normal mourning path, leaders should first assume a resilience and recovery trajectory rather than assuming dysfunction.[7] The hardiness attitude of commitment is particularly relevant here as the leader encourages personnel to engage in an active process of seeking social support and embracing and expressing emotions of loss versus becoming solitary or passive.

The leader should assume that a line-of-duty death is likely to be seen as preventable. This complicates the grieving process by diverting attention away from feelings of grief towards intellectualized tactical debriefs and assignments of cause or blame. While reviewing the death circumstances repeatedly can facilitate acceptance of the death's reality (see Figure 1: Task I), the leader's challenge is to refocus the survivors back to their emotions of loss and delay tactical debriefs and analyses for some later date. While it may be tempting for leaders to allude to the "good that will come from this" in terms of better training, policy changes, or improved equipment, such comments derail the current need to focus on personnel's pain and grief. Other distractions in the aftermath of a line-of-duty death might include outstanding suspects or lengthy criminal trials, all of which can delay the grief process. Suspects may remain outstanding indefinitely and legal proceedings may last for years. Again, the leader's challenge is to facilitate expression of emotions of grief within a window of opportunity to prevent personnel from losing access to their emotions, consistent with the first two tasks of mourning. This also communicates what the officers can and cannot control; namely, their support of one another's grief, given that they cannot control the legal aftermath of the incident.

A complicated loss that is all too common in law enforcement is suicide. Complicating the grieving process for suicide, as compared to line-of-duty deaths, accidents, or natural deaths, is the stigmatization of suicide in society in general and in the law enforcement culture in particular. The astute leader will allow for and normalize the varied emotional reactions from the survivors, including anger toward the deceased, as well as feelings of guilt for having missed the warning signs and being unable to prevent the suicide.

In describing how the mode of death impacts emotional reactions in individuals and the law enforcement organization, an assistant chief said, "You get a higher turnout at the funeral of an officer killed in a gun battle compared to an officer killed accidentally off duty in a car crash, but he's just as dead."[8] Thus, leaders need to be mindful of how law enforcement culture might downplay certain types of losses or even shun emotional expressions related to stigmatized deaths like suicide. For instance, funeral coordinators in one large metropolitan police department have taken great pains to orchestrate meaningful and respectful funerals for police officers who committed suicide, which allows their officers to mourn the loss without stigma. The hardiness attitude of challenge is instructive in aiding the leader's message about the deeper meaning of death as a part of life and the opportunity to support the bereaved,

Figure 1: Tasks of Mourning*

To effectively grieve a loss, personnel most impacted must collectively and individually perform the following four tasks:

Task I—Accept that the death happened and not deny it.

Task II—Deal with the emotions that they are feeling even though they may be uncomfortable with them.

Task III—Adjust to an environment without the deceased, including how daily life is impacted.

Task IV—Find ways to remember the deceased while still moving forward with life.

Some deaths present more challenges as to how a group or an individual moves through the tasks of mourning. A leader can pose the following questions:

Mediator 1: Kinship-Who Died—What did the person represent to the command? How did people think of him or her?

Mediator 2: Nature of the Attachment—Among the personnel in the command, who had a particularly close relationship with the deceased? Who had a conflicted relationship with the deceased?

Mediator 3: Death Circumstances—How sudden, violent, preventable, and in close proximity to the personnel was the death? Was it a stigmatized death like suicide?

Mediator 4: Historical Antecedents—What is the loss or trauma history or other significant historical factors that may impact how the command as a whole or individuals cope with this loss?

Mediator 5: Personality Mediators—Collectively, what is the organizational climate of the command that will impact how they cope with this loss?

Mediator 6: Social Mediators—What is the availability of resources, including leadership, that can be brought to bear to help personnel cope?

Mediator 7: Concurrent Stresses—What other challenges is the command facing beside this current loss?

Note:
* Content by J. William Worden, PhD, Laguna Niguel, CA.

as well as to gain a greater sense of meaning for one's own life.

Police Officers' Reactions to Grief

Anger is one emotion that may be familiar and accepted in law enforcement culture, since it is associated with self-efficacy and control. For example, many police officers report feeling anger instead of fear following an officer-involved shooting or instances when they have come under fire. They may be able to access other feelings of fear or vulnerability later during a psychological debriefing or other supportive setting. In the wake of a tragedy, leaders are encouraged to consider whether expressions of anger are a manifestation of grief rather than mild insubordination or other inappropriate behavior. The leader may choose to acknowledge the observed emotion by making a comment in a group or individual setting or allow the feeling to dissipate on its own. For example, following a line-of-duty death, a rumor circulated that the commander planned on dismantling a makeshift memorial that had steadily grown over several weeks. The resultant anger was palpable in the station. In fact, the commander was simply interested in choosing one item from the memorial to take to a pending state police memorial and never considered dismantling the memorial. In this situation, the leader chose to address the concerns of personnel by correcting the misinformation and keeping private her belief that the expressions of anger were manifestations of grief.

Guilt as an accompanying emotion to grief is common for survivors, even following a natural death after a long life. For line-of-duty deaths, suicides, and traumatic deaths, guilt can take several forms and often complicates the mourning process. Law enforcement leaders must distinguish survivor guilt versus culpable guilt and identify how it may manifest in affected personnel. Survivor guilt refers to the "Monday morning quarterbacking" that survivors engage in following the death of their law enforcement brother or sister. They may question their actions even though they could not have prevented the death and did nothing to cause it. Police officers have a heightened sense of responsibility for one another's safety, which may become exaggerated in the aftermath of a death or serious injury.

Both survivor's guilt and culpable guilt need to be addressed directly because they are debilitating feelings that preempt the expression of other emotions and often delay the mourning process.[9] Leaders are encouraged to actively seek to identify survivor's guilt and the different ways it can manifest. For example, personnel may report that they feel guilty about eating, exercising, experiencing intimacy, or even having fun following the death. Once the emotion is identified, leaders can acknowledge the presence of survivor's guilt and normalize their officers' experiences.

What distinguishes survivor's guilt from culpable guilt is that the latter refers to demonstrable evidence that someone caused another's death. One tragic example within law enforcement is a friendly fire line-of-duty death. Culpable guilt refers only to the objective facts of causation, not intent. While survivor's guilt is best dealt with by normalizing the emotion as an expected component of the mourning process, culpable guilt is best handled by encouraging those at fault to move toward self-forgiveness over time. Referral for professional counseling is an important part of an overall strategy for the involved personnel who might be culpable for an officer's death.

Personal death awareness is another emotional experience that may manifest within personnel following the death of a colleague. This is described as the natural tendency for people to place themselves in the shoes of the deceased and become acutely aware of their own mortality.[10] Following a death due to violence on the streets, police officers tend to "watch each other's backs" with a heightened level of awareness. Such an exaggerated sense of personal vulnerability related to police work may be very unsettling for law enforcement personnel. The usual hubris and sense of control that allows officers to perform a very dangerous job is shattered and replaced with an increased sense of vulnerability. Activation of personal death awareness may also distract survivors from their experience of grief, thus complicating the mourning process. The leader's task is to be watchful for manifestations of personal death awareness and strive to normalize the experience while expressing confidence in the affected personnel in terms of their tactical skills and officer safety practices. This is an example of the hardiness attitude of control.

Society's Expectations

Society expects police officers to put aside any emotional reactions and press on with the mission no matter what. For example, in the aftermath of a line-of-duty death in a metropolitan police department, the leadership stood down the involved station and arranged for radio calls to be handled by a neighboring station. A news reporter interviewing the police psychologist seemed dismayed by this decision and asked, "Well, when will the officers be able to return to work, one day or two?" The psychologist's response, "We're not going to place an agenda on the officers' grief, they'll return to the field when they're ready," was met with apparent confusion by the reporter.[11]

Police officers may internalize this societal message and fail to give themselves permission to grieve. Officers may want to end their grief as quickly as possible so as not to continue experiencing the pain of the loss. Wearing a mourning band across their badge is an external expression, which communicates the internal grief that an officer may be experiencing, but, all too often, there is an expectation that, when the funeral concludes and the band is removed, the grief is gone with it. Officers may also use their well-developed abilities to emotionally compartmentalize their feelings as a distancing strategy. The leader's mandate is clear; he or she must provide what society and the officer can't—permission to grieve.

Law Enforcement–Specific Rituals

Law enforcement, much like the military, is full of traditions that serve the mourning process. Some of the traditions may be very formal, such as the viewing and funeral, but the more spontaneous responses are often the most authentic and healing. These kinds of rituals usually have three components. First, some kind of memorial representation of the deceased person is created with personal items such as pictures or a uniform. A second component involves the recognition of the deceased through impromptu eulogies, stories, or other remembrances. And lastly, there is some kind of acceptance of the death through a void in the workplace, like an empty locker. In one particularly moving military ritual, the leader calls the names of the soldiers present during assembly, waits for their affirmative response, and purposely calls out the name of the deceased soldier three times and pauses during the inevitable silence before continuing with the list.

The Viewing and Funeral

A leader can speak to the emotions that people may feel at the viewing or funeral, thereby giving officers permission to grieve and even emote while in uniform if they so

choose. While uniformed officers may remain stoic during ceremonies, they may be encouraged to find a place that feels safe for them to embrace their emotions of loss. Actual crying is not necessary to express feelings of grief; however, being in touch with one's feelings of sadness is necessary to move through mourning.[12]

Roll Call or Other Group Setting

Speaking in roll call or another setting in the aftermath of a tragedy is challenging. Leaders may expect to have pearls of wisdom to ease the pain and to comfort those who are suffering when a more appropriate goal may be to facilitate the expression of painful emotions that are part of the experience of loss and tragedy. Leaders are encouraged to review the task model and other materials presented here and sketch out their remarks if they feel unprepared to deliver a spontaneous statement. When such statements are genuine, empathetic, and filled with emotional warmth, they will likely be well received.

Professional Group and Individual Psychological Debriefings

A full discussion related to debriefing is beyond the scope of this article. Leaders may arrive at a decision regarding triage of involved personnel in concert with their psychological consultant. There may be competing needs that the leader must balance, including but not limited to political pressure to provide interventions; the emotional needs of personnel; and risk management considerations.

Memorials and Other Events

Police officers may create any number of remembrances and events, including memorial runs, family events, park dedications, and others. While this may be a healthy way for the officers to express their admiration and desire to remember the fallen, it may also be a way to distract them from their own feelings of grief. Those closest to the fallen officer may also experience "memorial fatigue" as they attend tribute after tribute. The leadership challenge is to facilitate and allow the appropriate number of such events while placing them in context by reminding personnel to use the occasion to both support the deceased officer's family and to reflect on their own emotional experience. A challenging situation may arise in which leadership has to address over-involvement of personnel with the family. The reverse situation may also occur in which surviving family members stuck in their grief come to expect memorial events years after the death while personnel have successfully moved through the mourning process and have reinvested in their lives.

Anniversary Reactions

Leaders are encouraged to mark the first several anniversaries with appropriate memorials, dedications, spirit runs, and other tributes. Given that survivors create continuing bonds with the deceased, it is appropriate to make mention of other fallen colleagues when marking anniversary dates. For example, at the three-year mark of a line-of-duty death within a specialized unit, the commander facilitated a subdued tribute (in comparison to previous years) that included mention of several other individuals who had died in the line of duty, as well as officers and civilians who had died due to natural causes or accidents. He was sensitive to the fact that many of the personnel had experienced multiple losses on the job and felt a continuation of these attachments.[13]

Conclusions

Leaders shouldn't wait for a tragedy to strike their agency to consider how they would handle it and respond. Police work is about training and preparing for any outcome. The material presented here, including a model of bereavement, can be used to help leaders structure their message when addressing their personnel. It is hard to imagine a more difficult job for a leader than addressing a group of police officers who have just lost one of their own.

Messages that reflect the leader's understanding of the grief process and are filled with compassion and emotional warmth have the greatest likelihood of facilitating the mourning process and promoting hardiness attitudes for individuals and the organization. ❖

Notes:

[1]Daniel Goleman, Richard Boyatzis, and Annie McKee, *Primal Leadership: Learning to Lead with Emotional Intelligence* (Boston, MA: Harvard Business School Press, 2002).

[2]Richard Boyatzis and Annie McKee, *Resonant Leadership: Renewing Yourself and Connecting with Others Through Mindfulness, Hope and Compassion* (Boston, MA: Harvard Business School Press, 2005).

[3]Thomas A. Kolditz, *In Extremis Leadership: Leading as if Your Life Depended on It* (San Francisco, CA: John Wiley & Sons Inc., 2007).

[4]Salvatore R. Maddi, "Relevance of Hardiness Assessment and Training to the Military Context," *Military Psychology* 19, no. 1 (2007): 61–70.

[5]Paul T. Bartone, "Resilience Under Military Operational Stress: Can Leaders Influence Hardiness?" supplement, *Military Psychology* 18 (2006): S131–S148.

[6]See also Maddi, "Relevance of Hardiness Assessment and Training to the Military Context"; Christopher Peterson et al., "Resilience and Leadership in Dangerous Contexts," in *Leadership in Dangerous Situations*, eds. Patrick J. Sweeney, Michael D. Mathews, and Paul B. Lester (Annapolis, MD: Naval Institute Press, 2011).

[7]George A. Bonanno, "Loss, Trauma, and Human Resilience: Have We Underestimated the Human Capacity to Thrive after Extremely Aversive Events?" *American Psychologist* 59, no. 1 (2004): 20–28.

[8]Jim McDonnell (then-assistant chief, Los Angeles Police Department), personal communication with Michael Craw, 2008.

[9]Theresa Rando, *Treatment of Complicated Mourning* (Champaign, IL: Research Press, 1993).

[10]J. William Worden and William Proctor, *PDA: Breaking Free of Fear to Live a Better Life Now* (New Jersey: Prentice Hall, 1976).

[11]Michael Craw, communication with reporter.

[12]J. William Worden, *Grief Counseling and Grief Therapy: A Handbook for the Mental Health Practitioner*, 4th ed. (New York, NY: Springer Publishing Company, 2009).

[13]Dennis Klass, Phyllis R. Silverman, and Steven L. Nickman, *Continuing Bonds: New Understandings of Grief* (New York, NY: Taylor & Francis Group, 1996).

Product Feature:

Patrol Vehicles: Moving People in Many Ways

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 patrol vehicles.

There is a lot more involved in the selection of a police vehicle than its ability to move from point A to point B. And that doesn't just refer to the extra needs—on-board computing, and lights and sirens, for example—that come with the territory of official law enforcement vehicles.

The right patrol vehicle can help agencies better manage resources and do their work more effectively. But that's still not the end to the benefits. Some vehicles provide extra horsepower in one unlikely, but increasingly important, area public relations.

Recent high-profile national news stories have refocused attention on the ways that law enforcement professionals and departments interact with local citizens. Though community policing is not a new concept and can and does occur in a number of different ways, the public may be exerting more pressure than ever for concrete efforts in this area.

One way to foster and demonstrate strong connections between the people who serve and the people being protected is through the vehicles police officers use on a day-to-day basis. Though, in many cases, there is no substitute for a standard cruiser or van, there are instances where alternatives can help law enforcement better carry out different functions, all while making officers more accessible and approachable without sacrificing certain tools critical to maintaining or restoring public safety.

Modern-Day Horses

An array of tactical vehicles are available that can accomplish this task. Generally speaking, motorcycles, scooters, and other smaller vehicles that leave officers open and more visible to the public can help create better interactions.

"These vehicles are like a modern-day horse," said Michael Babich, manager of corporate sales and dealer franchising for Piaggio Group Americas in New York. "These vehicles are more transparent. You can see the officer. It is a lot easier for someone to walk up to you, and that helps build relationships in the community. Those agencies that really have an emphasis on community relations can use that to their advantage."[1]

Piaggio Group manufactures scooters and motorcycles with wide-ranging law enforcement applications. Babich admits that scooters are not often viewed as befitting of an authority figure, but newer designs have made scooters more physically substantial.

For instance, Piaggio's BV 350 model has a 350 cubic centimeter engine that tops out at speeds of nearly 90 miles per hour. It weighs 390 pounds and has a 16-inch front wheel. So the scooter is solid enough for police use and small enough to maneuver through confined spaces.

This makes it an ideal vehicle for tasks like parking enforcement and crowd control. According to Babich, the New York; New Brunswick, New Jersey; and New Orleans, Louisiana, police departments, among others, are using the BV 350 for these kinds of purposes. College campuses such as Middle Tennessee State also are using the scooter, which fits in a crowded street or on a wooded trail area. "We're not putting officers on mopeds here," Babich said. "These bikes have a great presence about them. It's a substantial bike … People see an officer on a scooter and it works as a goodwill tool. It's less intimidating to people."[2]

There are also tactical advantages to such vehicles. In October 2014, Zero Motorcycles, a California-based manufacturer, released the Zero FXP, a motorcycle specifically outfitted for police use. Like all of Zero Motorcycles' models, the Zero FXP is completely electric. From a strategic standpoint, an electric motor can be a big advantage.

"The number one compliment we get is how quiet the bike is," said Kevin Hartman, sales director for the North American fleet at Zero Motorcycles. "At low speeds, there's a slight whirring sound, but the noise goes down as you gain speed, and when it's not moving, it's 100 percent silent. It gives you the ability to approach unannounced."[3]

Not only does it allow for a stealthier approach when needed, an electric motor also minimizes unwelcome noise in quieter spaces like public parks. The Los Angeles, California, Police Department, one of 40 agencies using the Zero FXP, patrols equestrian trails with the electric bike, Hartman said. "They are great for any trail or park, really anywhere where a quiet vehicle is going to help keep the disruption to a minimum for people who are using a facility properly," Hartman said.[4]

That is just one way a Zero FXP can help community relations. Their quiet electric motor—which can be recharged at any standard outlet and can travel about 70 miles in city driving on a single charge—can pique the interest of citizens, who are often impressed by the technology and its demonstration of an agency's commitment to good resource management.

"Another big compliment we get is the PR value," Hartman said. "There is no heat and no exhaust from the bike. People approach the officers and want to learn about the bikes and how the agency is using them."[5]

Another increasingly common vehicle used in many agencies is the Segway. Though the classic Segway is a two-wheeled machine operated by a single standing officer, the company last June released the SE-3 Patroller, a three-wheeled version of the Segway built specifically for police use. "It's similar to an officer on horseback, except there's no feeding or cleaning up required," said Gerald White, director of patroller sales for Segway,

Inc., which is based in New Hampshire. "It's a more substantial vehicle than our two-wheeled vehicles."[6]

Though more expensive than a traditional Segway—about $11,995 for the SE-3, compared with $7,499 for the two-wheeled Segway base model—it does provide greater stability and power while keeping the vehicle's famous flexibility largely intact.

"You can drive in the snow with it. You can drive from grass right onto a smooth surface," White said. "The SE-3 has independent rear-wheel drive. You can make controlled turns and you can't tip the vehicle over."[7]

White also noted that the SE-3 also keeps another key characteristic of the Segway intact: its benefits for community relations. "The term 'community policing' is overused, but it makes sense here. You're closer to the people," White said. "You're a more friendly presence. You can move through crowds more easily. But it's still a presence; you're still elevated above the crowd, and they can see you."[8]

Bicycles are another common vehicle used, in part, to help advance community relations. PoliceBikeStore.com, a national website, offers a full range of products and equipment for bicycle patrol officers.

Return on Investment

Less traditional patrol vehicles can also help budget-constrained agencies better manage financial resources.

Hartman of Zero Motorcycles says the price of the Zero FXP is comparable to top-of-the-line gas-powered bikes. However, the real savings come into play in the almost negligible cost of operating an electric vehicle. With no fuel costs and much lower maintenance needs, Hartman said riding a Zero FXP costs just a penny per mile. "The drive train requires no maintenance. There's no clutch, no shifting, no oil changes," Hartman pointed out. "It costs a little more than a standard bike, but with the fuel and maintenance savings, you can make that up in four or five years."[9]

Zero Motorcycles also are built to last and supported by the manufacturer, with each vehicle including a five-year warranty and a battery pack rated to 300,000 miles, Hartman said.

The Piaggio BV 350 scooter, which can be equipped with typical law enforcement necessities like lights and sirens, begins at $5,899 individually. Fleet pricing also is available, Babich said. All in all, Babich estimated that a BV 350 can save agencies up to $50,000 per vehicle, when factoring in maintenance and fuel costs over the life of the scooter. "You save money in the budget and use that savings for other things," Babich said. "Forward-thinking police chiefs really like it."[10]

There are other kinds of tactical vehicles, of course, and while some may require a substantial initial outlay, many can save money, time, and human resources over the long term. That's the case with the Air Bear Tactical Aircraft, a fixed-wing plane designed and used for intelligence, surveillance, and reconnaissance (ISR).

Sold by a California company of the same name, the Air Bear offers a cost-effective alternative to helicopters, according to John Nielsen, a career police pilot and Air Bear's vice president of business development and airborne law enforcement. Unmanned vehicles such as drones are gaining popularity as a low-cost substitute for manned flight, but may not be as efficient or effective as some users think.

"With an unmanned vehicle, you're operating from a remote station. That's like conducting a search through a straw," Nielsen said. "The reality is that you don't need vertical lift to do ISR… Flying a drone involves 8 to 12 men, with the launch and recovery teams factored in."[11]

The Air Bear can also be mobilized in minutes to respond to pressing ISR needs, Nielsen said. One key financial hurdle to using fixed-wing aircraft—training—is alleviated through the support services provided by Air Bear. "We not only supply the aircraft, but we supply mission equipment and integrated support. We're consulting on operations and training," said Gary Bushouse, business development manager for Air Bear. "It usually takes about two years to train a pilot. But we can cut that down to two weeks. Factories don't offer that kind of assistance with tactical training."[12]

From helicopters and fixed-wing aircraft to motorcycles (electric or gas-powered) to scooters and Segways, today's law enforcement officers have a number of patrol vehicles to select from—including standard patrol cars and vans. There are many factors departments have to consider when selecting the right vehicles for their fleet, and it seems that vehicles' ability to aid community relations might be a good addition to that list. ❖

Notes:

[1]Michael Babich (manager, corporate sales and dealer franchising, Piaggio Group Americas), telephone interview, December 3, 2014.

[2]Ibid.

[3]Kevin Hartman (sales director, North American fleet, Zero Motorcycles), telephone interview, November 20, 2014.

[4]Ibid.

[5]Ibid.

[6]Gerald White (director, patroller sales, Segway, Inc.), telephone interview, November 20, 2014.

[7]Ibid.

[8]Ibid.

[9]Hartman, telephone interview, November 20, 2014.

[10]Babich, telephone interview, December 3, 2014.

[11]John Nielsen (vice president, business development and airborne law enforcement, Air Bear), telephone interview, November 24, 2014.

[12]Gary Bushouse (business development manager, Air Bear), telephone interview, November 24, 2014.

Product Feature:

Source List for Patrol Vehicles

For contact information, view this article in the January 2015 issue online at www.policechiefmagazine.org.

Acme Auto Leasing LLC
Air Bear Tactical Aircraft
Bell Helicopter
BMW Motorrad USA
BRP Inc.
Carson Mfg. Co. Inc.
Chrysler Group Fleet
Crown North America
Enstrom Helicopter Corp.
Era Helicopters LLC
Force 911
Ford Motor Co.
FSI North America
General Motors Fleet & Commercial Operations
Harbor Guard Boats Inc.
Harley-Davidson Motor Co.
International Armored Group US
MD Helicopters Inc.
MetalCraft Marine Inc.
Northeast Kustom Kreations
OBS INC Specialty Vehicles
Odyssey Specialty Vehicles
Piaggio Group Americas
PoliceBikeStore.com
Segway Inc.
Setcom
Signal 88 Security
Sirchie
SVI Trucks
T3 Motion Inc.
Vectrix
Xtreme Green Products Inc.
Zero Motorcycles

Presented at the 121st Annual IACP Conference & Expo

2014 IACP Awards

Photography courtesy of Convention Photo by Joe Orlando, unless otherwise noted.

IACP/Cisco Community Policing Award

Agency Serving a Population Fewer Than 20,000

Highland Village, Texas, Police Department (Operation Shield)

***Left to right**: Kent Barker, chief of police, Tualatin Police Department, IACP vice president at large; Todd Miller, director of public safety, City of Mankato, chair, Community Policing Committee; Doug Reim, chief, Highland Village Police Department; Mark Stewart, assistant chief, Highland Village Police Department; and Tony Morelli, operations director, Cisco Systems, Inc.*

Agency Serving a Population of 20,001–50,000

Madison City, Alabama, Police Department (Serving Our Communities)

***Left to right:** Todd Miller, director of public safety, City of Mankato, chair, Community Policing Committee; Kent Barker, chief of police, Tualatin Police Department, IACP vice president at large; Larry R. Muncey, chief, Madison City Police Department; John Stringer, captain, Madison City Police Department; and Tony Morelli, operations director, Cisco Systems, Inc.*

Leesburg, Virginia, Police Department (Organized Crime Retail Initiative)

***Left to right:** Todd Miller, director of public safety, City of Mankato, chair, Community Policing Committee; Kent Barker, chief of police, Tualatin Police Department, IACP vice president at large; Carl Maupin, lieutenant, Leesburg Police Department; Joseph Price, chief, Leesburg Police Department; Vanessa Grigsby, lieutenant, Leesburg Police Department; and Tony Morelli, operations director, Cisco Systems, Inc.*

Agency Serving a Population of 100,001–250,000

Boise, Idaho, Police Department (Joining Forces for Treasure Valley Veterans Network)

***Left to right:** Todd Miller, director of public safety, City of Mankato, chair, Community Policing Committee; Kent Barker, chief of police, Tualatin Police Department, IACP vice president at large; Michael Masterson, chief, Boise Police Department; Mandy Pomeroy, planning and research analyst, Boise Police Department; and Tony Morelli, operations director, Cisco Systems, Inc.*

Agency Serving a Population of More Than 250,000

Nassau County, New York, Police Department (Education-Awareness-Enforcement)

Community Policing Award presented to Nassau County Police Department

Special Recognition: Homeland Security

Visakhapatnam Rural Police, India (Sadbhavana Yatra Goodwill March)

***Left to right:** Kent Barker, chief of police, Tualatin Police Department, IACP vice president at large; Todd Miller, director of public safety, City of Mankato, chair, Community Policing Committee; Vikram Jeet Duggal, superintendent of police, Indian Police Service; A. Venkat Rao, inspector of police, Indian Police Service; and Tony Morelli, operations director, Cisco Systems, Inc.*

August Vollmer Excellence in Forensic Science Award

Current or Past Contribution in Forensic Science

Los Angeles, California, Police Department–Scientific Investigation Division, Serology/DNA Unit

Left to right: *Stephanie Stoiloff, senior bureau commander, Forensic Services Bureau, Miami-Dade Police Department, co-chair, IACP Forensic Science Committee; Yvette Burney, commanding officer, Scientific Investigation Division, Los Angeles Police Department; and Ronald Miller, chief (ret)., co-chair, IACP Forensic Science Committee*

Innovation in Forensic Technology by an Individual

Robert A. Walsh, President and CEO, Ultra Electronics Forensic Technology, Inc.

Left to right: *Yousry "Yost" Zakhary, director, Woodway Public Safety Department, IACP president; Stephanie Stoiloff, senior bureau commander, Forensic Services Bureau, Miami-Dade Police Department, co-chair, IACP Forensic Science Committee; Fernando Carreiro, marketing director, Ultra Electronics Forensic Technology, Inc.; Robert A. Walsh, president and CEO, Ultra Electronics Forensic Technology, Inc.; Franco Luck, sales manager, Ultra Electronics Forensic Technology, Inc.; and Ronald Miller, chief (ret)., co-chair, IACP Forensic Science Committee*

Significant Investigative Value in a Major Crime

U.S. Army, Defense Forensic Science Center

Left to right: *Yousry "Yost" Zakhary, director, Woodway Public Safety Department, IACP president; Stephanie Stoiloff, senior bureau commander, Forensic Services Bureau, Miami-Dade Police Department, co-chair, IACP Forensic Science Committee; Johnny Holley, operations officer, Defense Forensic Science Center, U.S. Army; Mark Inch, major general, U.S. Army; Archie Tabor, latent print examiner, Defense Forensic Science Center, U.S. Army; and Ronald Miller, chief (ret)., co-chair, IACP Forensic Science Committee*

Civil Rights Awards

Multi-Agency Award

Dearborn, Michigan, Police Department

Ronald Haddad, chief, Dearborn Police Department; Sue Riseling, chief, University of Wisconsin-Madison Police Department, chair, Civil Rights Committee

Individual Achievement Award

André Bottoms, Sergeant, Louisville, Kentucky, Metropolitan Police Department

Left to right: *André Bottoms, sergeant, Louisville Metro Police Department; Sue Riseling, chief, University of Wisconsin-Madison Police Department, chair, Civil Rights Committee*

Single Agency Award

Broward County, Florida, Sheriff's Office

Steve Kinsey, colonel, Broward Sheriff's Office; Sue Riseling, chief, University of Wisconsin-Madison Police Department, chair, Civil Rights Committee; Robert Pusins, executive director, Department of Community Services, Broward Sheriff's Office

Honorable Mentions

Greater Sudbury, Ontario, Canada, Police; Sheriff Thomas Dart, Sheriff, Cook County, Illinois, Sheriff's Office

Chief Dave Cameron Award for Excellence in Environmental Crimes Enforcement and Education

New York State Department of Environmental Conservation, Bureau of Environmental Crimes

IACP/Thomson Reuters Award for Excellence in Criminal Investigation

Missouri State Highway Patrol

Left to right: *Ron Replogle, colonel, Missouri State Highway Patrol; Phil Gregory, lieutenant, Missouri State Highway Patrol; Tory Linneman, sergeant, Missouri State Highway Patrol; Luke Vislay, major, Missouri State Highway Patrol; Yousry "Yost" Zakhary, director, Woodway Department of Public Safety, IACP president*

Excellence in Law Enforcement Research Award (2014 award made possible by a grant from the Laura and John Arnold Foundation)

Gold Award

Houston, Texas, Police Department (Houston Police Department Eyewitness Identification Experiment)

Left to right: *Dr. Stephen Morrison, sergeant, Houston Police Department; Dwight Henninger, chief of police, Vail Police Department, IACP vice president-treasurer; Lori Bender, captain, Houston Police Department; Dr. William Wells, associate professor, Sam Houston State University; and Laurie Robinson, professor, George Mason University, co-chair, Research Advisory Committee*

Silver Award

Milwaukee, Wisconsin, Police Department (Students Talking it Over with Police [STOP])

Left to right: *Peter Pierce, captain, Milwaukee Police Department; Dwight Henninger, chief of police, Vail Police Department, IACP vice president-treasurer; Delmar Williams, sergeant, Milwaukee Police Department; William Singleton, police officer, Milwaukee Police Department; Cullin Weiskopf, police officer, Milwaukee Police Department; and Laurie Robinson, professor, George Mason University, co-chair, Research Advisory Committee*

Bronze Award

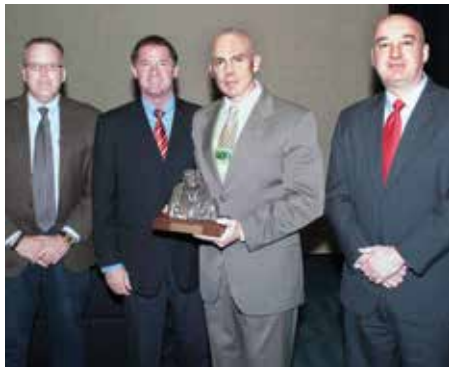
Kansas City, Missouri, Police Department (Kansas City No Violence Alliance [KC NoVA])

Left to right: *Dwight Henninger, chief of police, Vail Police Department, IACP vice president-treasurer; Dr. Andrew Fox, assistant professor, University of Missouri – Kansas City; Andries Zylstra, detective, Kansas City Police Department; and Laurie Robinson, professor, George Mason University, co-chair, Research Advisory Committee*

Excellence in Police Aviation Award (sponsored by Bell Helicopter)

Individual Achievement Award

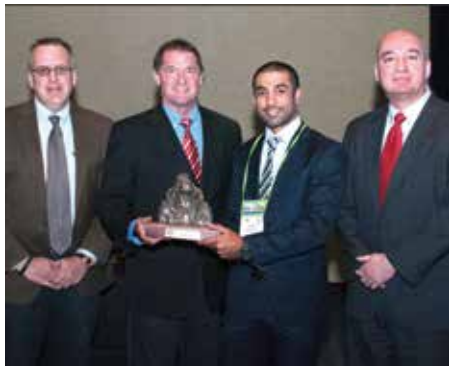
Charles E. Guess, Major, New York State Police



Left to right: *Don Ruby, captain, Baltimore County Police Department, chair, Aviation Committee; Michael Edmonson, colonel, Louisiana State Police, general chair, IACP Division of State & Provincial Police; Charles E. Guess, major, New York State Police; and Carl Crenshaw, Bell Helicopter*

Large Aviation Unit Award

Dubai, United Arab Emirates, Police Air Wing



Left to right: *Don Ruby, captain, Baltimore County Police Department, chair, Aviation Committee; Michael Edmonson, colonel, Louisiana State Police, general chair, IACP Division of State & Provincial Police; Fahed Alharthi, lieutenant, Ministry of the Interior, United Arab Emirates; and Carl Crenshaw, Bell Helicopter*

IACP/LogIn Inc. Excellence in Victim Services Award

Small Agency Award

Richland Hills, Texas, Police Department

Left to right: *Dave Porter, chief, Dewitt Police Department, chair, Victim Services Committee; Kent Barker, chief of police, Tualatin Police Department, IACP vice president at large; Shelley Rose, president and CEO, LogIn, Inc.; Jennifer Thompson, keynote speaker; Barbara Childress, chief, Richland Hills Police Department; and Christi Garcia, crime victim coordinator, Richland Hills Police Department*

Medium Agency Award

Glendale, Arizona, Police Department

Left to right: *Dave Porter, chief, Dewitt Police Department, chair, Victim Services Committee; Kent Barker, chief of police, Tualatin Police Department, IACP vice president at large; Shelley Rose, president and CEO, LogIn, Inc.; Jennifer Thompson, keynote speaker; Melissa Thompson, critical incident and peer support coordinator, Glendale Police Department; and Debora Black, chief, Glendale Police Department*

Large Agency Award

Colorado Springs, Colorado, Police Department

Left to right: *Dave Porter, chief, Dewitt Police Department, chair, Victim Services Committee; Kent Barker, chief of police, Tualatin Police Department, IACP vice president at large; Shelley Rose, president and CEO, LogIn, Inc.; Jennifer Thompson, keynote speaker; Maricela Dennis, victim advocacy coordinator, Colorado Springs Police Department; and Adrian Vasquez, lieutenant, Colorado Springs Police Department*

IACP/AMU Civilian Law Enforcement—Military Cooperation Award

Jacksonville, North Carolina, Police Department and Naval Criminal Investigative Service (NCIS), Carolinas Field Office

Front row, left to right: *Mark Ridley, deputy director, NCIS, co-chair, Civilian Law Enforcement – Military Cooperation Committee (CLEMCC); Anthony Ramirez, detective, Jacksonville Police Department; Michael Yaniero, chief of police, Jacksonville Police Department; Tony Barthuly, director, LE Training and Standards Bureau, Wisconsin Department of Justice, co-chair, CLEMCC; Dave Malone, manager, business development in law enforcement, American Military University*
Back row, left to right: *Joshua Lawson, special agent, NCIS; Jonathan Oakes, special agent in charge, NCIS; David Gardner, supervisory special agent, NCIS; and Brian O'Keefe, administrator, Division of Law Enforcement Services, Wisconsin Department of Justice*

Indian Country Officer of the Year

James Dew, Officer, Las Vegas, Nevada, Paiute Tribal Police Department

Left to right: *Don De Lucca, chief of police, Doral Police Department, IACP 3rd vice president; Bill Denke, chief of police, Sycuan Tribal Police Department, chair, Indian Country Law Enforcement Section; James Dew, officer, Las Vegas Paiute Tribal Police Department; and Yousry "Yost" Zakhary, director, Woodway Department of Public Safety, IACP president*

J. Stannard Baker Award for Highway Safety (sponsored by Northwestern University Center for Public Safety and the National Highway Traffic Safety Administration)

Daniel G. Sharp, Chief, Oro Valley, Arizona, Police Department; John R. Batiste, Chief, Washington State Patrol; and Brett C. Railey, Chief, Winter Park, Florida, Police Department

Left to right: *Daniel G. Sharp, chief, Oro Valley Police Department; John R. Batiste, chief, Washington State Patrol; and Brett C. Railey, chief, Winter Park Police Department*

Looking Beyond the License Plate Award

David Pilkington, Officer, Chandler, Arizona, Police Department

Left to right: *Amber Steinart, 3M; Henrique Fontenelle (accepting award for Franciele Soares and Bruno Nunes, officers, Local Department of the City of Londrina, Brazil, (honorable mentions)); David Pilkington, officer, Chandler Police Department; Karlandra Nelson; Mara Crofoot; Jeffrey Crofoot, trooper, Michigan State Police, Cadillac Post (honorable mention); and Anoop Gupta, 3M*

Honorable Mentions

Jeffrey Crofoot, Trooper, Michigan State Police, Cadillac Post; Franciele Soares and Bruno Nunes, Officers, Local Department of the City of Londrina, Brazil; Brian Bass, Trooper, Georgia State Patrol; Daniel Sekely, Officer, Prince William County, Virginia, Police Department; Nicholas Kundert, Patrol Officer, Colorado Springs, Colorado, Police Department

IACP Police Physicians Section Life Saving Award

Christopher J. Dumont, Detective, Massachusetts State Police

Christopher J. Dumont, detective, Massachusetts State Police; David McArdle, MD, chair, Police Physicians Section

IACP/Booz Allen Hamilton Outstanding Achievement in the Prevention of Terrorism Domestic Award

FBI's Washington Field Office Joint Terrorism Task Force; Prince William County, Virginia, Police Department; Manassas City, Virginia, Police Department

Left to right: *Joshua Skule, special agent in charge, Federal Bureau of Investigation (FBI), Washington Field Office; James Comey, director, FBI; Stephen Hudson, chief, Prince William County Police Department; Bob Sogegian, vice president, Booz Allen Hamilton; and Andrew McCabe, assistant director in charge, FBI, Washington Field Office, chair, Committee on Terrorism*

Outstanding Achievement in Law Enforcement Volunteer Programs

(sponsored by the Reserve Police Officers Association and the Master's Degree in Homeland Security Program, Pace University, New York)

Colorado Springs, Colorado, Police Department; North Richland Hills, Texas, Police Department

Left to right: *Vince Niski, deputy chief, Colorado Springs Police Department (CSPD); Mark Smith, deputy chief, CSPD; Jean Kraus, volunteer program administrator, CSPD; Kathy Rowlands, volunteer program coordinator, CSPD; Barbara Fallon, station team leader, North Richland Hills Police Department (NRHPD); Eric Younkin, director, NRHPD; Mike Young, assistant chief, NRHPD; Jimmy Perdue, chief, NRHPD; Ronald Serpas, IACP 2nd vice president; Brooke Webster, president, Reserve Police Officers Association; and James Albrecht, professor, Pace University*

Honorable Mentions

Alexandria, Virginia, Police Department; California Highway Patrol; Greater Manchester Police, United Kingdom; Newport Beach, California, Police Department; Port St. Lucie, Florida, Police Department; Surprise, Arizona, Police Department; Elk Grove, California, Police Department

IACP Police Psychological Services Section Award

Scholarship Award

Shelley Weiss Spilberg, PhD

Leadership Award

John Nicoletti, PhD, ABPP

Service Award

Daniel W. Clark, PhD

Vehicle Theft Awards of Merit (sponsored by LoJack and OnStar)

Individual Recognition Award

Ryan Cain, Investigator, California Highway Patrol

Left to right: *Ryan Cain, investigator, California Highway Patrol; Ramona Prieto, deputy commissioner, California Highway Patrol*

Multi-Agency Task Force Recognition Award

California Highway Patrol—Foreign Export and Recovery (not pictured); Long Beach, California, Police Department; Los Angeles, California, Border Enforcement Security Task Force; Task Force for Regional Auto Theft, U.S. Customs and Border Protection

Left to right: *George Baker, public policy manager, ONSTAR; R. Gil Kerlikowske, U.S. Customs and Border Protection; Keith LaBranche, investigator, U.S. Customs and Border Protection, Immigrations and Customs Enforcement; Wally McMahon, detective, Los Angeles Police Department (LAPD), Border Enforcement Security Task Force; Chris McDonold, deputy director, Maryland Vehicle Theft Prevention Council, chair, Vehicle Theft Committee; Lou Koven, special agent, National Insurance Crime Bureau; Jess Corral, detective, LAPD Taskforce for Regional Autotheft Prevention (TRAP); Doug Prentiss, investigator, California Highway Patrol, TRAP; Pat Clancy, vice president, law enforcement division, LoJack*

IACP/Motorola Webber Seavey Award for Quality in Law Enforcement

Hamilton, Ontario, Canada, Police Service

Left to right: *Yousry "Yost" Zakhary, director, Woodway Public Safety Department, IACP president; Jay Turner, sergeant, Hamilton Police Service; Patrick O'Neill, paramedic, Hamilton Police Service; Jim Mears, corporate vice president, Motorola Solutions; Scott Rastin, inspector, Hamilton Police Service; and Madeline Levy, citizen appointee, Hamilton Police Services Board*

Milwaukee, Wisconsin, Police Department

Left to right: *Yousry "Yost" Zakhary, director, Woodway Public Safety Department, IACP president; Cullin Weiskopf, officer, Milwaukee Police Department; Delmar Williams, sergeant, Milwaukee Police Department; James Harpole, assistant chief, Milwaukee Police Department; William Singleton, officer, Milwaukee Police Department; Edward Flynn, chief, Milwaukee Police Department; Jim Mears, corporate vice president, Motorola Solutions; and Peter Pierce, captain, Milwaukee Police Department*

National Law Enforcement Challenge Awards

Please visit *Police Chief* online at www.policechiefmagazine.org or go to www.theiacp.org/NLEC to see a list of the 2014 challenge winners.

Rialto, California, Police Department

Left to right: *Yousry "Yost" Zakhary, director, Woodway Public Safety Department, IACP president; Christopher Hice, sergeant, Rialto Police Department; William Farrar, chief, Rialto Police Department; Joshua Lindsay, sergeant, Rialto Police Department; and Jim Mears, corporate vice president, Motorola Solutions*

Michael Shanahan Award for Excellence in Public/Private Cooperation (sponsored by the Security Industry Association)

Houston, Texas, Police Department and Greater Houston Retailers Association

Left to right: *George Anderson, vice president of operations, Port Authority of New York and New Jersey, Allied Barton Security Services, chair, Private Section Liaison Committee; Kent Barker, chief of police, Tualatin Police Department, IACP vice president at large; Ahmed Hasora, honorary secretary, Greater Houston Retailers Association; Zulfikar Maknojia, vice president, Greater Houston Retailers Association; Michael Hill, sergeant, City-Wide Differential Response Team coordinator, Houston Police Department; Ryan Watson, officer, City-Wide Different Response Team assistant coordinator, Houston Police Department; Charles McClelland, chief, Houston Police Department; and Ronald Hawkins, manager, Special Projects and Partnerships, Security Industry Association*

FirstNet to Bring the Power of Advanced Mobile Technologies to Law Enforcement

By TJ Kennedy, Acting General Manager, First Responder Network Authority (FirstNet)

The First Responder Network Authority (FirstNet), an independent agency within the U.S. Department of Commerce, was created to empower the United States' first responders with state-of-the-art communications tools, including a nationwide interoperable, wireless network. This network will be established in all 50 states, the 5 U.S. territories, and the District of Columbia per the Middle Class Tax Relief and Job Creation Act of 2012.[1] The creation of this law, FirstNet, and the ultimate establishment of a dedicated public safety network can be credited to first responders and associations like IACP who made a 9/11 Commission recommendation a reality.

FirstNet—Smart Mobile Technology for Public Safety

Smart mobile technology, constantly driven forward by the marketplace, holds great promise for public safety. This is particularly true in law enforcement where officers spend most of their time in the field on the move in cars, on motorcycles, or on foot. Body-worn cameras, as well as dashboard cameras and intelligent wearable devices connected to smartphones, can improve public safety operations by communicating on-scene data to dispatch and real-time crime centers. However, public safety needs a modern, wireless, high-speed public safety communications network to support these devices before it can even begin to leverage all of the benefits they offer. That's where FirstNet comes in.

What it looks like. The FirstNet operating environment will likely be similar to that of newer personal smartphones. On most new smartphone screens, users can see "4G LTE," which means the device is from the fourth generation of mobile telecommunications technology. In addition to the usual voice and other services of previous generations, 4G provides faster mobile broadband Internet access to laptops, to smartphones, and to other mobile devices. It follows that 4G applications (apps) will include mobile web access, video conferencing, and HD video, to name a few. LTE, an abbreviation for long-term evolution, is a standard for wireless communication of high-speed data for mobile phones and data terminals.

Leveraging new technology. Like the commercial 4G LTE networks supporting personal smartphones, FirstNet is ensuring the establishment of a wireless public safety network that is data driven and Internet based. A key difference between commercial 4G LTE networks and the FirstNet public safety network is that the FirstNet network is being developed specifically to meet the needs of public safety. The network will have additional features such as priority use for first responders. The importance of having a common, standards-based network constantly improved by advancements in commercial technology cannot be overemphasized. This is not the way public safety has traditionally built its networks, and, as a result, law enforcement was not always equipped to benefit from commercial advances in technology.

FirstNet's goal is to enable law enforcement to take advantage of advancements in Internet-based communications technology for major operational improvements. The LTE architecture facilitates the use of data-driven public safety apps and will likely drive costs down, both for communications services and the devices that run on them. No longer will teenagers have smartphones that are more powerful communications devices than those used by the law enforcement officers who respond to their 9-1-1 calls. No longer will emergency responders have to bring their own smartphones to work to access applications, make phone calls, or share photos or videos that help them perform their law enforcement roles each day.

Shattering old communication barriers. Also critically important, the network will improve upon the current patchwork of communications systems and frequencies that make it difficult for

Photo courtesyU.S. Department of Homeland Security, Office of Emergency Communications

Photo courtesy of FirstNet and Laurel, Maryland, Police Department.

Body-worn cameras and intelligent wearable devices connected to smartphones can improve law enforcement operations by communicating on-scene data to dispatch and real-time crime centers.

emergency responders from different jurisdictions to coordinate their efforts. Based on the same radio spectrum and standards-based technology throughout, it'll be a single public safety network linking local public safety agencies with state, tribal, and federal agencies that cross most of the geography of the United States and its territories through a combination of ground, mobile, and satellite communications systems.

Device and spectrum interoperability. Using a 700 MHz spectrum licensed to FirstNet by the U.S. Congress, the network will improve device and spectrum interoperability. The FirstNet spectrum is 20 MHz in the 700 MHz D Block region of the spectrum. Law enforcement officers, firefighters, and paramedics will finally have a communications system that they all can use, across a variety of jurisdictions, at the same time. No matter where public safety entities are sent to help in a large emergency, first responders will have immediate access to video, data, and voice communications via FirstNet's network. Multiple jurisdictions will be able to share access to apps and common systems such as motor vehicle and wanted person databases.

Priority usage. Unlike the commercial wireless networks that enable personal smartphones, FirstNet's public safety network will feature priority usage and preemption during large emergencies. The network operating standards will provide local control to public safety agencies, allowing for more control over provisioning, device features, and reporting. The network will be redundant and resilient to sustain service and will support a robust and reliable portfolio of devices for different user types. During emergencies where multiple agencies converge in a small area, public safety entities need an exclusive public safety network so they can communicate without interruption. And, with FirstNet, they will have it. This is especially important during large emergencies when consumers may overload commercial wireless networks to reach their families and friends.

Enhancing the Way U.S. Law Enforcement Operates

FirstNet plans to bring 21st century tools to organizations and individuals that respond to emergencies at the local, state, tribal, and federal levels. Just as smartphones and Internet-based networks have changed the way individuals communicate in their personal lives, FirstNet believes that the nationwide interoperable public safety broadband network will change the way U.S. law enforcement operates for the better. And just as one can download apps on smartphones, tablets, or laptops now, once the FirstNet network is established, FirstNet envisions users being able to go to the FirstNet app store to download law enforcement apps for their FirstNet devices. FirstNet also plans to facilitate the use of rugged, easy-to-use devices designed to meet public safety requirements and provide a rich set of apps and services that enhance a law enforcement officer's ability to do his or her job.

Today, a police officer chasing a suspect fleeing on foot not only has to pursue and subdue the individual, he or she has to talk on a radio to describe the situation as they're running. The officer has to call for back-up, describe his or her location, and describe the suspect. In general, officers spend a good amount of time describing what they're seeing in words spoken into a radio. With the FirstNet network, law enforcement officers will leverage their land mobile radio (LMR) as they do today, but the goal is that they'll also have use of smart mobile devices with applications that allow them to wirelessly send real-time information to multiple destinations, including other officers.

Significant bandwidth. FirstNet plans to establish the network with mission-critical high-speed data services that augment the voice capabilities of today's LMR networks. Specifically, the goal is to enable FirstNet users to send and receive data, video, images, and text, as well as use voice applications on their smart mobile devices. The network will also provide location data. Unlike most wireless public safety communication systems today, the network's significant bandwidth will likely allow law enforcement to leverage mobile apps that wirelessly transmit key information as quickly as possible.

Enhancing emergency medical treatment. Law enforcement officers might save lives during active shooter or mass casualty events not only by immediately helping critical victims, but by quickly connecting a victim with life threatening injuries to care at a trauma center. One way emergency medical services (EMS) could accelerate emergency care is by equipping ambulances with two-way video—connecting patients, EMTs, and paramedics that are in the ambulance to an emergency room physician or trauma surgeon at a hospital. In the future, devices in these ambulances might send vital signs such as heart rhythm, as well as the geolocation and pertinent medical history of patients to the hospital using FirstNet.

From robotics to records management. The FirstNet network will support a range of remote operations. Police officers might use video transmitted over the network in conjunction with robots when dealing with explosives; support personnel could monitor the situation from the command vehicle or watch at a safe distance from danger. And while perhaps less exciting—but critically important to the effectiveness and efficiency of a police department—law

Photo by Chris Kremkau, Seattle, Washington, Police Department.

During emergencies affecting large populations or large-scale events like this parade, concentrated wireless traffic from consumers trying to reach family and friends can overload commercial wireless networks, hindering law enforcement's need to communicate without interruption. FirstNet plans to offer first resdponders priority service.

Officers of the Laurel, Maryland, Police Department under Chief McLaughlin use body cameras and smartphones to enhance communications.

enforcement officers who have to go to the station to fill out their paperwork now would be able to complete it more easily from the field wirelessly via their department's Record Management System (RMS) using the high-speed bandwidth on FirstNet's network.

Improved situational awareness. The bottom line is that it's almost impossible to imagine all the new law enforcement capabilities the network could enable. However, FirstNet's goal is to facilitate a faster, more informed, and better coordinated response to incidents across city, county, tribal, state, regional, and national public safety personnel. When public safety personnel have a common picture of an incident that's unfolding, they are far better equipped to respond. During crimes in process or medical emergencies, the ability to share real-time images and video of the scene, as well as the locations of responders and locally relevant information, improves communication and outcomes.

Get Involved in FirstNet's Consultation Process

To ensure that the FirstNet network is realized, the agency has embarked on an ongoing consultation process. FirstNet is consulting with U.S. regional, state, tribal, and local jurisdictions, as well as federal agencies, to ensure that the network meets the needs of U.S. first responders. FirstNet started the formal consultation process in Maryland in July 2014. By the end of 2014, formal consultation meetings were held in Maryland, Minnesota, Oregon, Washington, Montana, Puerto Rico, Utah, Iowa, and Florida, with future plans to hold consultations in every U.S. state and territory.

With officers' help, FirstNet will ensure the building, deployment, and operation of this nationwide public safety LTE wireless network. FirstNet believes that every part of public safety is critical to the success of the organization and to the planning and deployment of the network. This is an opportunity for U.S. law enforcement to participate with their state single point of contact (SPOC), colleagues, and FirstNet. Law enforcement leaders and officers can participate in the planning process by contacting their SPOC. For a detailed and updated list of SPOCs, please visit www.firstnet.gov.

This is an incredible undertaking and the support from the U.S. law enforcement community has been encouraging and appreciated. Building FirstNet is not something that happens overnight. There is one shot to get it right, and FirstNet will work with officers to make sure that this public safety network enhances their law enforcement mission each day. ❖

Key Contacts
Senior Law Enforcement Advisor:
Josh Ederheimer (retired assistant chief, former acting director of COPS)
Joshua.ederheimer@firstnet.gov

Note:

[1]The Middle Class Tax Relief and Job Creation Act of 2012, Pub.L. 112–96 § 6204, H.R. 3630, 126 Stat. 156.

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Protecting Children of Arrested Parents:

Steps for Developing and Implementing an Effective Policy

By Rachael Kilshaw, Sergeant, San Francisco, California, Police Department

In 2010, approximately 2.7 million children under the age of 18 in the United States had a parent incarcerated in jail or prison. That figure, the equivalent of 1 in every 28 U.S. children, is a staggering increase from 1 in 125 children only 25 years earlier.[1] For decades, U.S. law enforcement agencies overlooked the potential impacts that parental arrest and incarceration could have on a child's emotional, psychological, or physical well-being. Currently, many law enforcement agencies still do not have specific policies or protocols in place to ensure the safeguarding of children present at the scene of a parent's arrest. As a result, little is done during most incidents to protect children against the potentially traumatic consequences that can occur after witnessing a parent being arrested. However, according to a report by the International Association of Chiefs of Police (IACP) and Bureau of Justice Assistance (BJA), "[p]arental incarceration is now recognized as an 'Adverse Childhood Experience' that increases a child's risk of negative outcomes in adulthood, including alcoholism; depression; illegal drug use; domestic violence and other criminal behavior; health-related problems; and suicide."[2]

The effect of parental incarceration on children was brought home to the San Francisco, California, Police Department (SFPD) by two brave young women who addressed the Police Commission at a recent meeting. Moesha Wise and Cheyenne (last name withheld on request) spoke about their personal experiences during their parents' arrest and the resulting pain, confusion, and fear each felt in the weeks and months following the event.[3]

Moesha and Cheyenne are both teenagers and members of Project WHAT! (We're Here and Talking), a San Francisco Bay Area group of youth trying to increase awareness about children with incarcerated parents. In concise but compelling testimony, these young ladies told the audience that they felt as if law enforcement officials took little notice of their emotional or physical well-being when officers arrested their parents in front of them. Cheyenne spoke about how the police came to arrest her father during her fifth grade graduation ceremony, embarrassing her in front of her peers, teachers, and other parents and effectively destroying her memory of what should have been a happy day. Moesha talked about being left alone in her house for two months with no adult to care for her and her siblings after one of her parents was arrested. These stories, and others like them, can result when a law enforcement agency fails to develop comprehensive measures that direct officers on specific steps to take to minimize trauma to children during a parent's arrest. There exists a critical need for immediate, widespread policies that prioritize the physical and mental well-being of the children officers have sworn to protect.

On May 7, 2014, the SFPD formally adopted a department general order requiring officers to consider the well-being of the children of an arrested parent. This article outlines the four-step process through which the SFPD developed and implemented its policy. While the following approach was successful for the SFPD, each law enforcement agency has a unique set of circumstances it must consider when developing a policy suitable for its own department, its members, and the communities it serves. However, SFPD's approach may serve as a template for other agencies' efforts to create or adapt policies for protecting children of arrested parents.

1. Take a Collaborative Approach

The unwavering commitment of community groups to participate in and contribute to the everyday undertakings of city government has been the foundation of inclusiveness that embodies the city and county of San Francisco. For decades, communities in the city have insisted that they be invited to the table and allowed to engage in the process of developing any significant procedures, policies, programs, statutes, and laws that impact the various communities living and working in San Francisco. While there may be reluctance in some cities to agree to community involvement, San Francisco government agencies have embraced the concept of collaboration and recognized the value of including people in the discussions with differing perspectives. Community members willing to share their personal experiences, which often differ from those in law enforcement,

can provide insight about a situation that might not have been considered absent their input. In SFPD's experience, community partners who are invited to participate fully and encouraged to contribute are often at the forefront of the public campaign to implement the resulting policy, program, or law. These partners may become advocates for an agency that has listened to their ideas and incorporated their perspectives.

In the case of the policy development regarding the emotional and physical well-being of children of arrested parents, the SFPD was one of over a dozen stakeholders that participated in a series of discussions lasting more than two years. The group, which included members of child welfare agencies, other law enforcement organizations, and community groups from all quarters of the city, shared a common goal—create a comprehensive policy that would protect children—while respecting that the participants held diverse views on how to accomplish that mission. The process required a willingness from all members to accept that, while there may be differences of opinion, everyone at the table had a right to be heard and considered. Throughout the process, the SFPD and other stakeholders learned valuable lessons about the importance of patience, persistence, and negotiation, which were the key to the development of a comprehensive policy that addressed the needs of children of arrested parents.[4] The SFPD and its community partners were successful in working together to create a policy that protected children of arrested parents because the parties focused on the values they shared, not on the ideas that divided them.

2. Define the Desired Outcomes

As a result of the collaborative discussions among the SFPD and stakeholders, the group identified goals it wanted to achieve through the creation of a comprehensive policy focusing on the well-being of children of arrested parents. Paramount to the policy makers' objective was the desire to reduce the effects of trauma on children because of parental arrest, including the feelings of "fear, worry, confusion, sadness, guilt, embarrassment, isolation, and anger."[5] With this objective in mind and tangible impacts to address, the group worked to codify specific procedures officers should take to minimize the potentially negative consequences that can result from parental arrest and incarceration, including explicit steps to avoid unnecessary placement of children into the child welfare system.[6] They recognized that responding officers could reduce the level of trauma to children at the scene by respecting the importance of the parent-child relationship. Irrespective of an arrested parent's actions, most children desire a relationship with and care about their parents. Children at the scene of a parent's arrest will be concerned not only about their own well-being, but also about that of their parents. Delineating the required steps that officers take at an arrest that acknowledge and support the child-parent relationship may reduce the traumatic impact on the vulnerable child.

Another of the group's goals was to foster an improved relationship between the SFPD, children, parents, and the community at large.[7] The group recognized that while the police are responsible for focusing on law enforcement actions that include making arrests, securing evidence, and maintaining officer safety, often it is the manner in which officers conduct these tasks that leaves lasting impressions on an individual and a community as a whole. In cases involving children of arrested parents, the way an officer handles the situation can have a lasting impact on how the parent, the children, and, in turn, the community view law enforcement. By disregarding the needs of children at the scene of a parent's arrest, officers can become a source of fear and mistrust for the community as a whole. Alternatively, officers can build and maintain positive relationships by demonstrating concern for those children. When officers foster trusting relationships with children who will grow up to become members of the community, those relationships can "help to break the cycle of crime and disorder within their community" and can help law enforcement by "improving officer safety and helping officers achieve their goals."[8]

Lastly, the group hoped to increase the collaboration between the SFPD and the child welfare system with a direct result of improving the lives of children affected by parental arrest and incarceration.[9] The stakeholders recognized that both the SFPD and Child Protective Services (CPS), the city's child welfare agency, wanted to protect the emotional and physical well-being of children of arrested parents, but neither had a detailed policy that encouraged a partnership between the two agencies to achieve that goal. At times, a lack of understanding exists between law enforcement officers and child welfare workers about the challenges that each agency faces, especially in cases of parental arrest and incarceration that do not involve obvious situations of abuse or neglect. The goal of the stakeholders was to establish a policy that created an environment in which both the SFPD and CPS could work together by defining each agency's role and expectations.

3. Develop the Policy

In 2007, as a result of the collaborative work between all of the parties, the SFPD developed one of the first comprehensive policies in California that addressed the needs of children of arrested parents. The SFPD was committed to ensuring that desired outcomes established early in the process were incorporated into the policy by emphasizing that the goal of responding officers and child welfare workers was "to minimize the disruption to the children of an arrested parent by providing the most supportive environment possible after an arrest, to minimize unnecessary trauma to the children of an arrest[ee], and to determine the best alternative care for the children that is safe."[10] Stakeholders ensured that the policy reinforces the importance of the parent-child relationship by reminding officers that arrested parents had the right to choose a suitable temporary placement for their children and by encouraging officers to allow arrested parents, if appropriate, to comfort their children and assure them that both the parent and the children would be safe. From 2007 through 2013, the children of arrested

5 TIPS FOR PROTECTING CHILDREN AT THE TIME OF PARENTAL ARREST*

1. Question and handcuff the parent out of sight and sound of the child(ren).
2. Don't leave the arrest scene until the child is in the care of a caregiver.
3. If appropriate, give the parent an opportunity to reassure the child(ren) and explain what is happening.
4. Run background and child welfare checks on identified caregivers to ensure they are capable.
5. Follow up by collaborating with community partners to ensure the continued safety and well-being of the child(ren).

Note:
* IACP and BJA, Safeguarding Children of Arrested Parents, http://www.theiacp.org/childrenofarrestedparents.

parent's policy continued to be re-issued as a department bulletin. In early 2013, many of the initial stakeholders and the city's police oversight agency asked the SFPD to convert the temporary policy into a permanent one. Chief Gregory Suhr made that a priority, and on May 7, 2014, the SFPD Police Commission formally adopted the Children of Arrested Parents policy as Department General Order 7.04.[11] SFPD's current policy, which remains relatively unchanged from the 2007 version, requires responding officers to adhere to the following guidelines and procedures:

1. A child is defined as any person under the age of 18.
2. When making an arrest, officers shall inquire about the presence of children for whom the arrested adult has responsibility. If the arrest is made in a home environment, officers should be aware of items that suggest the presence of children such as toys, clothing, formula, bunk bed, diapers, etc.
3. If it is safe to do so, officers should attempt to make the arrest away from the children or at a time when the children are not present.
4. If it is safe to do so, officers should allow the arrested parent to assure the children that they will be safe and provided for. If it is not safe or if the demeanor of the in-custody parent suggests this conversation would be non-productive, an officer at the scene should explain the reason for the arrest in age-appropriate language and offer reassurances to the children that both parent and children will be cared for.
5. When planning an arrest or search warrant, officers shall consider the ages and likely location of the children when determining the time, place, and logistics of executing the arrest or search warrant.
6. If children are present, officers shall determine whether the non-arrested parent, an adult relative, or other responsible adult (e.g., godparent or adult neighbor) is willing to take responsibility for the children. Members shall conduct a preliminary criminal background check and contact Family and Children Services (FCS) to determine if the person willing to take responsibility for the children has a history of child abuse. Any history of sexual crimes, [sexual] registration status, or violence against children makes the adult ineligible to assume responsibility for the children. However, this does not apply to the non-arrested parent unless there is a court order limiting contact with the children. In any event, officers shall notify the FCS worker of the intended placement.
7. To contact FCS, officers shall call [the agency], identify themselves and the nature of their call, and ask for an expedited response or call back from FCS. FCS workers have been advised to expedite these calls to officers or supervisors in the field.
8. If the arrested parent's children are at school at the time of the parent's arrest, in addition to contacting FCS, the responding officer shall contact the School Resource Officer (SRO) of that school. If the SRO is not available, the responding officer shall advise the school principal or the principal's designee of the parent's arrest and provide placement information if it is available.
9. The reporting officer shall include the following in the incident report:
   - the name and contact information of the adult with whom the children were left;
   - any contact information of other family members the officers identified to assist FCS in case future placement is necessary; and
   - the name and contact information of the FCS worker and school personnel contacted.[12]

4. Implement the Policy

Successful implementation of a policy can be the most difficult and often overlooked step in the process. Effectively turning policy into practice begins with the agency leadership's commitment to innovative strategies that encourage officers' acceptance. While law enforcement management requires strict compliance with department polices, officers are often wary of new procedures, particularly when compliance may mean more work. Department heads have a responsibility to communicate why the policy is important, not only to the community, but also to the officers. Agencies must develop implementation strategies that ensure compliance without creating barriers that prevent the policy from being successful. These strategies might include providing adequate time and resources, allowing an effective combination of resources, requiring an understanding of the goals, and enforcing compliance.[13]

The SFPD employed several strategies to facilitate the implementation of the Children of Arrested Parents policy. First, the department developed new curriculum specifically spelling out the policy and its reasoning, which were incorporated into the weekly continuing education classes. Each week, the subject matter experts reviewed the specific aspects of the policy for officers during a two-hour block of instruction, with emphasis on the importance of the emotional and physical well-being of the children at the scene.

Second, SFPD used technology to assist in the implementation of the policy. Officers in the field carry department-issued smartphones that contain all of SFPD's policies, providing officers with immediate access to the policy, making understanding and complying with this and all department policies easier for the officers. Additionally, the department is developing a drop-down box on the initial incident report to document (1) whether children were at the scene, (2) whether the adult was asked if he or she is responsible for the care of a child, and (3) whether the child welfare agency was contacted. Requiring officers to complete these mandatory boxes on the initial incident report imprints the thought process and emphasizes to the officers that the department, as a whole, considers the needs of all children to be a priority.

Third, the SFPD developed a training DVD depicting two scenarios that involve children of arrested parents that will be shown to each officer. The DVD, produced in collaboration with many of the stakeholders involved in developing the policy, will be viewed at roll call and followed up with a period of discussion by officers and sergeants.

Lastly, the SFPD has created referral cards, currently being translated into several languages, which officers will distribute at the scenes of parental arrests. The

card, which was developed in consultation with several community groups, provides an explanation about the child welfare process in straightforward language. It also provides information on community agencies that offer counseling and support services for children and parents.

A department's implementation strategies should ensure that officers understand the policy and can adhere to it with ease and in a way that reinforces the department's commitment to the children of arrested and incarcerated parents.

Conclusion

Parental arrest and incarceration create situations that have immediate and lasting consequences on the emotional, psychological, and physical well-being of the children in these adults' lives. Without written policies that outline officers' specific responsibilities for caring for these children, law enforcement agencies may fail in their sworn obligation and moral responsibility to protect children at the time of their parents' arrest and to care for their future health and safety. The resulting feelings of mistrust and betrayal can undermine the ability of law enforcement agencies to build the positive relationships with the community necessary to increase public safety. Each jurisdiction should strongly consider working with other city agencies and community partners to develop a comprehensive policy that addresses the needs of children of arrested parents. Upon developing a policy, law enforcement managers must ensure its success by committing to innovative and effective implementation strategies when training police officers. By including community stakeholders in the process and by developing a plan for implementing the policy, law enforcement agencies can ensure that the policy protects children, is appropriate for the communities they serve, and has the support of its members. ❖

Sergeant **Rachael Kilshaw** has been a San Francisco police officer for 23 years. Sgt. Kilshaw has a BA in psychology and a Robert Presley Institute of Criminal Investigation certification with a specialty in Child Abuse. For the past five years, Sgt. Kilshaw has been assigned to the Professional Standards Division, which includes the Early Intervention System and the Written Directives Unit. In her capacity supervising the Written Directives Unit, Sgt. Kilshaw works closely with other SFPD units, the police oversight agency, the police officers' union, other city departments, and various community groups to develop department policies and procedures.

Notes:

[1]The Pew Charitable Trusts: Pew Center on the States, *Collateral Costs: Incarceration's Effect on Economic Mobility* (Washington, D.C.: 2010), 18–19, http://www.pewtrusts.org/~/media/legacy/uploadedfiles/pcs_assets/2010/CollateralCosts1pdf.pdf (accessed October 20, 2014).

[2]International Association of Chiefs of Police and Bureau of Justice Assistance, U.S. Department of Justice, *Safeguarding Children of Arrested Parents*, 2014, 1, https://www.bja.gov/Publications/IACP-SafeguardingChildren.pdf. (accessed on October 16, 2014); *Adverse Childhood Experience (ACE) Study*, Center for Disease Control and Prevention, http://www.cdc.gov/violenceprevention/acestudy/findings.html (accessed on October 16, 2014).

[3]Cheyenne (last name withheld on request) and Moesha Wise, San Francisco Police Department Commission meeting, May 7, 2014, "Public Comment Regarding Children of Arrested Parent's Policy," http://sanfrancisco.granicus.com/MediaPlayer.php?view_id=21&clip_id=20034 (accessed on October 17, 2014).

[4]Ginny Puddefoot and Lisa Foster, *Keeping Children Safe When Their Parents Are Arrested: Local Approaches That Work* (California Research Bureau, July 2007), 29, http://www.library.ca.gov/crb/07/07-006.pdf (accessed on October 24, 2014).

[5]Ann Adalist-Estrin, "A Child's Eye View of Arrest" (presentation, Keeping Children Safe When Parents Are Arrested: Local Law Enforcement Approaches That Work Conference, April 2006).

[6]Puddefoot and Foster, *Keeping Children Safe When Their Parents Are Arrested*, 30.

[7]Ibid., 3.

[8]National Center for Children Exposed to Violence, *A Commitment to Finding Solutions* (New Haven, CT: Yale University, School of Medicine, Child Study Center, 1999); One on One: Connecting Cops and Kids, training program (Fred Rogers Company, 2004).

[9]Puddefoot and Foster, *Keeping Children Safe When Their Parents Are Arrested*, 3.

[10]San Francisco Police Department, "Children of Arrested Parents, Department Bulletin 07-001," 2007, 1.

[11]San Francisco Police Department, "Department General Order 7.04, Children of Arrested Parents," 2014.

[12]Ibid., 1–2.

[13]Dionyssis Dimitrakopoulos and Jeremy Richardson, "Implementing EU Public Policy," October 1996, 4–6, http://www.nuffield.ox.ac.uk/People/sites/Richardson/Publication%20Files/IMPLEMENTING%20EU%20PUBLIC%20POLICY.pdf (accessed on October 28, 2014).


Volunteers in Police Service:

Celebrating 12 Years of Adding Value through Law Enforcement Volunteerism

By Rosemary DeMenno, Program Manager, International Association of Chiefs of Police

The Volunteers in Police Service (VIPS) program, funded by the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice, and managed by the International Association of Chiefs of Police (IACP) for 12 years, was a hugely innovative effort when it began following 9/11. Since then the program has added tremendous value to participating law enforcement agencies as demonstrated by the following results:

- 2,320 volunteer programs, including 89 new programs, registered with VIPS last year, representing 264,000 volunteers.
- More than 100 in-person trainings and 153 presentations reached approximately 10,000 people.
- More than 1,100 people registered for the online Building Blocks of a Law Enforcement Volunteer Program since its launch.
- 459 law enforcement staff and volunteers from 109 agencies received training on using the National Missing and Unidentified Persons System and other resources to help support missing and unidentified person cases.
- 16 VIPS program managers participated in the VIPS State Advocate Project to assist and support state and local VIPS programs.

There is no denying the impact VIPS has had on law enforcement agencies around the United States over the last 12 years. As a result of economic strife, volunteers stepped up to add value to law enforcement agencies experiencing an increased workload in a resource-constrained environment. The financial benefit of volunteer programs is substantial, amounting to hundreds of thousands of dollars' worth of value added to agencies each year. Engaging volunteers allows access to a broader range of expertise and experience, while allowing law enforcement officers to focus their efforts where they are most needed.

Volunteers have been formally and informally supporting law enforcement efforts for more than a century through posse, auxiliary, and reserve programs. Over the years, the growth of the community policing movement, increased awareness of homeland security threats, and challenging economic circumstances faced by state and local governments have changed the face of law enforcement volunteer programs in many ways.

In 2002, President George W. Bush laid the groundwork for the VIPS program through the USA Freedom Corps initiative. Launched in May 2002, the program provided support and resources to state, local, tribal, territorial, and campus law enforcement agencies around the United States and the world. The VIPS program began with 74 registered programs in 29 states. Today there are programs representing all 50 states and several countries.[1]

Law enforcement volunteer programs are as varied as the agencies that host them. Programs range in size from one person to thousands. The volunteers never replace sworn or civilian employees. Rather, volunteers offer support to allow agencies to provide additional services, maintain positive relationships with

the public, free up staff time for higher level duties, and maximize impact in the community. Volunteers may contribute through community-based roles, such as Neighborhood Watch members or block captains; through administrative roles, such as warrant compliance calls or front desk assistance; or through skilled positions like web design or database creation.

Resources to Start or Enhance a VIPS Program

Every law enforcement volunteer program is different depending on the needs of the agency and the community, but there are several core concepts that all agencies must consider when starting or enhancing a volunteer program: what your volunteers will do; how they will be recruited, vetted, trained, and recognized; who will manage and supervise them; and what policies and procedures will guide the program. With expenses including staff time, work space, screening, supplies, uniforms, and recognition, there are costs to be considered when planning a volunteer program.

Over the past 12 years, the VIPS program developed many publications and resources to aid law enforcement volunteer managers. These include a model policy on the use of volunteers, a resource guide for volunteer managers, a collection of videos, and a series of articles on the latest topics and trends in law enforcement volunteer management. Additionally, the VIPS Resource Library has more than 500 sample volunteer applications, handbooks, trainings, and other documents from agencies that can help efficiently track and manage volunteers. The e-learning course, Building Blocks of a Law Enforcement Volunteer Program, covers the foundations of volunteer management and is open to all chiefs and law enforcement volunteer program managers. All of these materials can be found at www.theiacp.org/VIPS. One of the greatest assets of the VIPS program is the vast collection of knowledge and experience that exists in its network of law enforcement volunteer program managers. The VIPS directory can be accessed at www.theiacp.org/VIPS.

Partnerships

As many law enforcement and government agencies face limited resources, partnerships become increasingly important. For example, law enforcement agencies can work with fire, public health, and emergency management partners through their state or local Citizen Corps councils to plan for and coordinate volunteer involvement in disaster response. U.S. federal agencies can be a good resource for training materials.

While maintaining a volunteer program requires an investment of time and resources, the return on investment is substantial. With resources from the VIPS program, the tools are available to help add the value volunteers bring in supporting an agency's mission.

Selected VIPS Impact in the Field

Coral Springs, Florida, Police Department (CSPD)

CSPD launched its volunteer program in 1994, and since then, its volunteer program has helped the city maintain one of the lowest crime rates in Florida for cities with populations over 100,000.[2] The CSPD volunteer program was so successful that, a year after its implementation, city management initiated a citywide program to incorporate volunteers throughout city departments. The police program has expanded over the years to meet the needs of the department and the community, and volunteers serve in almost every unit in the department, including crime scene investigations. The department has also engaged high school students in volunteering, and they have become a valuable resource. Recently, CSPD used teen volunteers in a training scenario to simulate a school shooting, which helped officers get realistic training, and the students earned service hours. In fiscal year 2012–2013, CSPD volunteers worked a total of approximately 11,000 hours.[3]

Framingham Auxiliary Police Officers at roll call for the 2014 Boston Marathon

Framingham, Massachusetts, Police Department

The Framingham, Massachusetts, Police Department volunteer auxiliary police program enhances, supplements, and supports the services provided by the police department to the community.

The auxiliary police program is made possible through a dedicated group of about 25 men and women who volunteer their time and energy as auxiliary police officers to help make Framingham a better and safer place to live and work. The auxiliary officers, who are all reserve academy trained, provide approximately 4,000 hours of community service annually.[4]

The auxiliary officers regularly patrol the community to check on critical infrastructure and assist the Framingham police as requested. Auxiliary officers are also active in all community events supporting the department's community policing efforts.

The auxiliary officers come from a variety of backgrounds and occupations, including electricians, managers, business owners, security professionals, nurses, accountants, and doctors. There are a number of reasons why they have joined and serve with the department, but the primary reason is that they enjoy giving back to the community that they live and work in. For many, the auxiliary police program is a long-term commitment to community service. A number of auxiliary officers have served for more than 10 years, and a few have more than 25 years of service. For other officers, it is an introduction into a law enforcement career.

The auxiliary police program has become a valued source of talent for the agency. During the past two years, the Framingham Police has hired five full-time police officers, as well as a dispatcher and records clerk from the ranks of its auxiliary officers.

Avondale, Arizona, Police Department (APD)

The APD continues to provide challenging and innovative police volunteer opportunities and training to citizens interested in supporting law enforcement.

"Today's police volunteers have a tremendous range of professional skills that we are able to utilize to enhance our organization and we greatly apprecite their contributions," says Dale Nannenga, chief of police.[5] Police volunteers make an enormous impact on supporting the work of the APD contributing annually a $225,000 value added in volunteer services.[6]

An important part of managing police volunteers is keeping them motivated, trained, and engaged. In Arizona, VIPS coordinators collaborate with one another to provide joint training opportunities for themselves and their police volunteers. Partnering with organizations outside of law enforcement can create unique program opportunites. For example, the APD VIPS provide Humane Education presentations in the schools along with the Arizona Humane Society, highlighting the VIPS' five therapy dog teams. The two organizations build upon each other's expertise and relay positive messages within the community.

IACP Membership Application

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

DO NOT USE

(*Please Print*)

Name: _____ _____ _____
First Middle Initial Last

Title/Rank: _____

Agency/Business Name: _____

Business Address: _____

City, State, Zip, Country: _____

Residence Address: _____

City, State, Zip, Country: _____

Business Phone: _____ Fax: _____

Send mail to my ❑ Business ❑ Residence Address

E-mail: _____

Website: _____

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

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

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

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

Education (*Highest Degree*): _____

Date elected or appointed to present position: _____

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

_____

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

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

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

I have enclosed: ❑ Purchase order ❑ Personal check/money order ❑ Agency check

Charge to: ❑ MasterCard ❑ VISA ❑ American Express ❑ Discover

Cardholder's Name: _____

Card #: _____ Exp. Date: _____/_____

Cardholder's Billing Address: _____

Signature: _____

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

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Membership Categories

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

❑ Active Member (*sworn command level*)	$150
Associate Member:	
❑ General	$150
❑ Academic	$150
❑ Service Provider	$250
❑ Sworn Officer—Leader of Tomorrow (*sworn non-command level*)	$75
❑ Student—Leader of Tomorrow University name: _____	$30
Optional Section Memberships:	
❑ Capitol Police Section	$30
❑ Defense Chiefs of Police Section	$15
❑ Drug Recognition Expert (DRE)	$25
❑ Indian Country Law Enforcement	$25
❑ Intl Managers Police Academy & College Training	$25
❑ Law Enforcement Information Management (LEIM)	$25
❑ Legal Officers	$35
❑ Mid-Sized Agencies Section	$50
❑ Police Foundations Section	$20
❑ Police Physicians	$35
❑ Police Psychological Services—initial processing fee	$50
❑ Public Information Officers	$15
❑ Public Transit Police	No Charge
❑ Railroad Police	No Charge
❑ Retired Chiefs of Police	No Charge
❑ Smaller Department Section	$20
❑ S & P Police Alumni Section	No Charge
❑ S & P Police Academy Directors	No Charge
❑ S & P Police Planning Officers	No Charge
❑ University/College Police—Initial Member	$50
❑ University/College Police—Additional members	$15

Bellevue, Washington, Police Department

The Bellevue Police Department's volunteer program began in 1994, with the opening of the department's first Community Police Substation inside a local shopping mall. Volunteers were brought on board to staff the station reception desk. The program has since expanded throughout the department with about 50 volunteers working more than 17 different assignments in patrol, traffic, investigations, administration, and personnel services. In addition, volunteers help organize and staff special events like National Night Out Against Crime, prescription drug take-back days, and child safety fairs. The department has also integrated skill-based volunteers into the mix who provide expertise in strategic planning, Web design, and forensic accounting. For the last few years, a trio of volunteers has been working on a massive project to create a photo archive of the department's history going back to its early days in the 1950s. They have scanned and catalogued thousands of old photos into a searchable database and, with the help of many retired staff, identified the people and locations in each photo. These photos are used for retirement celebrations, promotion ceremonies, memorials, and historical documentation.

Bellevue's volunteer program was honored in 2007 with IACP's Outstanding Achievement in Law Enforcement Volunteer Programs award and continues to be a model program for best practices in volunteer engagement. In 2013, Bellevue became the first law enforcement volunteer program to participate in the University of North Carolina at Charlotte's Volunteer Program Assessment (VPA). VPA is conducted by doctoral candidates in the university's organizational science program. Its goal is to enhance organizational effectiveness by establishing benchmarks for volunteer satisfaction and engagement across various non-profit sectors, from the perspective of the volunteers themselves. "VPA represents a truly unique opportunity for organizations to get objective, data-driven feedback about their program from some of its most important stakeholders: the volunteers," says Marji Trachtman, Bellevue's Volunteer Program Administrator.[7] The experience was so valuable that she now serves as the liaison for other law enforcement volunteer programs wishing to participate in VPA. So far, more than 30 law enforcement programs have completed the process. ❖

Notes:

[1]International Association of Chiefs of Police, VIPS—Volunteers in Police Service, http://www.theiacp.org/VIPS (accessed December 10, 2014).

[2]Florida Department of Law Enforcement, "Crime in Florida: Uniform Crime Reports (UCR)," http://www.fdle.state.fl.us/Content/getdoc/a324add7-5dd6-4201-9696-93bfd76bc36c/UCR-Home.aspx (accessed December 10, 2014).

[3]Volunteer Services, monthly reports.

[4]Framingham, MA, Auxiliary Police, annual reports to chief of police.

[5]Dale Nannenga (chief of police, Avondale, AZ, Police Department), interview, October 2014.

[6]This number is based on the Independent Sector's annual value of a volunteer hour and the hours tracked by the Avondale program; see Independent Sector, "Independent Sector's Value of Volunteer Time," http://www.independentsector.org/volunteer_time (accessed December 10, 2014).

[7]Marji Trachtman (program manager, volunteer program, Bellevue, WA, Police Department), interview, March 2014.

For more information, please contact

Rosemary DeMenno, demenno@theiacp.org
International Association of Chiefs of Police (IACP)
44 Canal Center Plaza, Suite 400, Alexandria, Virginia 22314
703-647-6853 (direct)

See page 46 for the winner of the 2014 Outstanding Achievement in Law Enforcement Volunteer Programs, along with a list of the departments given honorable mentions for their volunteer programs.

NEW MEMBERS

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

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

***Associate Members**
All other listings are active members.

AUSTRALIA

Queensland

Brighton—Feather, Jac, Inspector, Queensland Police Service, PO Box 2034, 4017, Email: jackfev@bigpond.com

Logan Central—Allen, Glenn W, Inspector, Queensland Police Service, Logan District Police Headquarters, 11 Civic Parade, 4114, 61 738261888, Fax: 61 738261862, Email: allen.glennw@police.qld.gov.au

BAHAMAS

Nassau—*Burrows, Renaldo, Corporal, Royal Bahamas Police Force, East St, 242 4334729, Email: stickman372@hotmail.com, Web: www.royalbahamaspolice.org

—*Burrows, Derek, Police Constable, Royal Bahamas Police Force, East St, Email: derek_tallboy@live.com, Web: www.royalbahamaspolice.org

—*Ferguson, Trinette, Investigator, Royal Bahamas Police Force, Police Headquarters, East St, N-458, 242 3644160, Email: trinette.ferguson@rbpf.bs, Web: www.royalbahamaspolice.org

—*Lightbourn, Philip, Inspector, Royal Bahamas Police Force, PO Box N458, Email: philiplightbourn@yahoo.com, Web: www.royalbahamaspolice.org

—*Pratt, Darvey L, Sergeant, Royal Bahamas Police Force, John St PO Box N, 245, Email: darvey2552@hotmail.com, Web: www.royalbahamaspolice.org

—*Rolle, Anthony A, Inspector, Royal Bahamas Police Force, East St, 242 3230242, Email: anthony.rolle@rbpf.bs, Web: www.royalbahamaspolice.org

BELGIUM

Zele—De Waele, Brandon, Inspector of Police, Berlare-Zele Police, Poststraat 1, 9240, 32 495332233, Fax: 32 52454043, Email: dewaele-rosseels@telenet.be

BRAZIL

Barueri/SP—*Dos Santos, Paulo Cesar, Special Crime Investigator, Sao Paulo Police Dept, Rua Rio De Janeiro 227, Email: pc.ambiente@gmail.com

Brasilia—*Fontenelle Galvao, Henrique, Inspector, Federal Highway Police, SPO Qd 03 Lot 05 Sede PRF, 70.610-200, 55 6120256903, Email: henrique.fontenelle@prf.gov.br

Recife—Bezerra De Araujo, Telma M, Chief of Police, Policia Civil De Pernambuco, Estrada Da Batalha, S/N Prazenes/Jaboatao, 55 31843885, Email: telma.mariza@outlook.com

CANADA

Alberta

Edmonton—Harder, Anthony, Deputy Chief of Police, Edmonton Police Service, 9620-103A Ave, T5H 0H7, (780) 421-3467, Fax: (780) 421-2211, Email: tony.harder@edmontonpolice.ca

Ontario

Barrie—*Gillespie, Cathie, Staff Sergeant, Barrie Police Service, 29 Sperling Dr, L4M 6K9, (705) 725-7025, Email: cgillespie@barriepolice.ca, Web: www.barriepolice.ca

Waterloo—*O'Byrne, Dennis M, Natl Security & Law Enforcement Liaison, BlackBerry Middle East & Africa, 2200 University Ave E, N2K 0A7, 971 43659112, Fax: 971 43659200, Email: deobyrne@blackberry.com, Web: www.blackberry.com

IRELAND

Wicklow—Ward, Pat, Superintendent, An Garda Siochana, Convent Ave Bray Co, 353 868282086, Email: wardpk@hotmail.com

MEXICO

Mexico City—*Manera, Carlos, Consultant ICITAP Post Program Mexico, Engility Corp, U.S. Embassy Mexico, (561) 929-1796, Email: cjcmanera@gmail.com

NIGERIA

Abuja—*Aderoju, Segun A, Staff Officer, POWA Liaison, Nigeria Police Force, Force Headquarters Louis Edet House, Shehu Shagari Way, 234 8037919592, Email: motisegun@gmail.com

—*Baga, Hosea M, Inspector of Police, Nigeria Police Force, FIB Police Headquarters, 234 7037722052, Email: bagilo@yahoo.com

—Eguaboi, Mike, Deputy Superintendent of Police, Nigeria Police Force, FCT Police Command, 234 7063710464, Email: isoahmikelli2014@gmail.com

—*Gatta, Ayodele, Barrister, Nigeria Bar Assn, PO Box 9937 Garki, 234 8023199237, Email: ayodelegatta@yahoo.com

—Momo, Agada, Assistant Superintendent of Police, Nigeria Police Force, Interpol Force CID, Louis Edet House FCT, 234 8027889972, Email: agada.momo@yahoo.com

—Mustapha, Dandaura, Deputy Commissioner of Police, Nigeria Police Force, Force Headquarters, 234 8037005245, Email: mustaphadandaura@yahoo.com

—Nehemiah, Ayuba, Assistant Superintendent of Police, Nigeria Police Force, FIB Force Headquarters, Email: nehemiahfut@yahoo.com

—Nkwocha, ThankGod, Superintendent of Police, Nigeria Police Force, Force Headquarters, Central Area Garki, 234 8027296154, Email: editordawnn@gmail.com

—Okonmah, Steve, Chief Superintendent of Customs, Nigeria Customs Service, PTML Terminal, 234 8033029243, Email: stevejamesjames@yahoo.com

—Olusegun, Akindolire A, Superintendent of Police, Nigeria Police Force, Area 11 Garki, 234 7060511767, Email: akyemdol@yahoo.com

—Razaq, Adeoye, Assistant Superintendent of Police, Nigeria Police Force, Force Headquarters, 234 8033374385, Email: a.rasaqq@gmail.com

—*Salihu, Ibrahim, Senior Detective Superintendent, Economic & Financial Crimes Commission, No 5 Fomella St Wuse 11, 234 8037972194, Email: sibrahimng@yahoo.com

—Usman, Yusuf C, Assistant Commissioner of Police, Nigeria Police Force, Police Headquarters Transport Section, Email: yusufusman2009@yahoo.com

Adeniji Adele—Ronice, Ahmed, Assistant Superintendent of Police, Nigeria Police Force, Central Police Station, 234 8036093366

Agege—Okegbe, Mary, Assistant Superintendent of Police, Nigeria Police Force, Isokoko Police Station, Lagos State Police Command, 234 7038185782

Akure—*Shuaib, Abdulrahman S, Chief Education Officer, Nigeria Police Force, Police Secondary School, Ondo State, 234 8046531289, Email: abdul14ever@yahoo.com

Awka—*Onyinye, Okorie j, Sergeant, Nigeria Police Force, Anambra State Police Command, 234 8037765543, Email: okoriejoy70@yahoo.com

Benin City—Bakare, Ibrahim S, Assistant Superintendent of Police, Nigeria Police Force, Edo State Command, Police Headquarters, Central Rd, Email: ibraheembarcaray1980@gmail.com

Calabar—Bernard, Deborah O, Superintendent of Police, Nigeria Police Force, Police Headquarters, 234 8081765598, Email: omoruandebby@yahoo.com

Ikeja—Baba, Usman I, Commissioner of Police, Nigeria Police Force, No 26 Oba Akinjobi Way Gra, 234 8038738211, Email: usmanisababa@gmail.com

—Cole, Adejoke, Deputy Superintendent of Police, Nigeria Police Force, Lagos Police Command, Y Squad Section

—Dada, Ayeni Sunday, Deputy Superintendent of Police, Nigeria Police Force, Mopol 22, Email: sundayayenco@yahoo.com

—Oluwadare, Joshua B, Chief Superintendent of Police, Nigeria Police Force, Suru-Lere Police Station, 234 8033978131, Email: jossyguy@gmail.com

Ikoyi—Imoudu, Stephen O, Assistant Superintendent of Police, Nigeria Police Force, Marine Division No 26 Awolowo Rd, 234 8039175152, Email: steve2best@yahoo.co.uk

—*Oriakhi, John, Inspector of Police, Nigeria Police Force, No 2 PMF Keffi St, Obalende, 234 8023545743

—Solomon, Bankole, Deputy Superintendent of Police, Nigeria Police Force, No 5 Club Rd, 234 8056132401, Email: bankolesolomon75@yahoo.com

—Sylvester, Aigbe O, Assistant Superintendent of Police, Nigeria Police Force, Special Fraud Unit, 13 Milverton Rd, 234 8050503055, Email: aigbe4persons@yahoo.com

Ilorin—*Taiwo, Ojo Adekunle, Chief Education Officer Police Children School, Nigeria Police Force, Kwara Police Command, 234 8060280704, Email: kuntai74@yahoo.com

Jos Plateau—Tepnyakas, Dashuwar A, Chief Superintendent of Police, Nigeria Police Force, Rivers State Police Command, 234 8065717225, Email: abujadt@yahoo.com

Katsina—Azeez, Gazali A, Assistant Commissioner of Police, Nigeria Police Force, Katsina Police State Headquarters, 234 8060379350, Email: akanniazeez@yahoo.com

Lagos—Abayomi, Abana, Chief Superintendent of Police, Nigeria Police Force, Ajeromi Police Station, 234 8037121921

—*Akinwunmi, Ogunyombo, Corporal, Nigeria Police Force, Area M Idimu, 234 8038679847, Email: adewoleakinwunmi@yahoo.com

—*Akinyemi, Ogunsina Tope, Corporal, Nigeria Police Force, Festac Police Station, 234 8033462301, Email: ogunsina22@yahoo.com

—Felicity, Jacobs Okoye, Deputy Superintendent of Police, Nigeria Police Force, 43 PMF Lion Bldg, 234 8023589634, Email: felicityokoye@gmail.com

—*Phillips, Ogunleti O, Police Officer, Nigeria Police Force, PO Box 5329 Oshodi, Email: seunjesus2007@yahoo.com

Lekki—Nwofoke, Samuel, Assistant Superintendent of Police, Nigeria Police Force, Area J Command Elemoro, 234 8039475744, Email: ikelesam2012@gmail.com

Nasarawa—Adesina, Olatunj, Deputy Superintendent of Police, Nigeria Police Force, Karu Division Nasarawa St, 234 8081100000, Email: adesinaolatunji31@gmail.com

—Ayasi, Akika Austines, Assistant Commissioner of Police, Nigeria Police Force, Metro Area Command, Bank Rd, 234 8036666806, Email: akikafamily70@gmail.com

Ogoja—*Yakubu, Idi, Barrister, Idi Yakubu Legal Practitioners, No 13 Lagos St Igoli, Email: myno74@gmail.com

Owerri—Agbonlahor, Austin, Deputy Commissioner of Police, Nigeria Police Force, Imo State Headquarters, 234 8037050095, Email: lahoraustin@yahoo.com

—Rotimi, Adelesi, Assistant Commissioner of Police, Nigeria Police Force, Imo State Police Command, Email: rotimiadelesi@yahoo.com

Port Harcourt—Ali, Andrew Simon, Superintendent of Police, Nigeria Police Force, Force Headquarters, 234 80345503196, Email: aliandrewsimon68@yahoo.com

—Anyogo, Mark Oko, Deputy Superintendent of Police, Nigeria Police Force, Rivers State Police Command Headquarters, 234 8037219200, Email: macanyogo@yahoo.com

—Oshua, Balogun Regina, Assistant Superintendent of Police, Nigeria Police Force, State Command Headquarters, Moscow Rd, Email: ginabalogun@yahoo.com

—*Raphael, Olorunmaiye, Manager Security, NNPC-PHRC Ltd, Box 585 Alesa Eleme, Email: ralphmaiye@yahoo.com

Yaba—*Usiholo, Rukayya, Inspector of Police, Nigeria Police Force, Dept of Criminal Investigation, 234 8095900101, Email: rusiholo@yahoo.com

PANAMA

Panama City—Rios, Jose M, Commissioner of Police, National Police of Panama, Police Headquarters, 507 5119081, Email: jrios6118@gmail.com

—Saldana, Luis Alberto, Captain, Panama National Police, Police Headquarters, 507 5119138, Email: lasc-27@hotmail.com

TAIWAN

Taipei City—Huang, Sheng-Yung, Commissioner, Taipei City Police Dept, No 96 Yanping S Rd, Zhongzheng District, 886 223311205, Fax: 886 223825453, Email: p5117@tcpd.gov.tw, Web: www.english.tcpd.taipei.gov/tw

TRINIDAD AND TOBAGO

Port of Spain—Phillip, Harold, AG Deputy Commissioner of Police, Trinidad & Tobago Police Service, Corner Edward and Sackville St, 868 6232644, Email: trinihar08@yahoo.com

UNITED STATES

Alaska

Anchorage—*Gerharz, Rhonda, Chief Investigator, State of AK Workers' Compensation, Special Investigations Unit, 3301 Eagle St Ste 301, 99503, (907) 269-2012, Fax: (907) 269-2013, Email: rhonda.gerharz@alaska.gov, Web: www.labor.state.ak.us

Bethel—Corbett, Joe J, Lieutenant, Bethel Police Dept, PO Box 809, 99559, (907) 543-3781, Fax: (907) 543-5086, Email: jcorbett@cityofbethel.net, Web: www.cityofbethel.org/police

Arizona

Phoenix—*Mowry, David, Officer, AZ Dept of Public Safety, 2102 W Encanto Blvd, 85009, (602) 223-2306, Email: dmowry@azdps.gov

Surprise—Rody, Randy, Lieutenant, Surprise Police Dept, 14250 W Statler Plaza Ste 103, 85374, (623) 222-4238, Email: randy.rody@surpriseaz.gov, Web: www.surpriseaz.gov

Tempe—*Kwan, Angela P, Faculty Chair, Rio Salado College, 2323 W 14th St, 85281, (480) 517-8386, Email: angela.kwan@riosalado.edu

Armed Forces Pacific

APO—Frederick, Nixon L, Program Director/Asst Special Agent in Charge, DEA/Justice ILEA Bangkok, Box 8, 96546, Email: nixon@ileabangkok.com

California

Bridgeport—Braun, Ingrid, Sheriff/Coroner Elect, Mono Co Sheriff's Dept, PO Box 616, 49 Bryant St, 93517, Email: ibraun@monosheriff.org

Burbank—*De Santis, Anthony, Sergeant, Burbank Police Dept, 200 N Third St, 91504, (818) 238-3232, Fax: (818) 238-3269, Email: adesantis@burbankca.gov

Culver City—*Namikas, Nick, Co-CEO, CitizenGlobal Inc, 5800A Hannum Ave Ste 710, 90230, (310) 741-7677, Email: nnamikas@citizenglobal.com, Web: www.citizenglobal.com

Irvine—Whalen, William, Lieutenant, Irvine Police Dept, PO Box 19575, 92623, Email: bwhalen@cityofirvine.org

Lakewood—*Bostic, Mike, Director of Customer Advocacy, Nokia, 4201 Fleethaven Rd, 90712, Email: mlbostic@aol.com

Los Angeles—*Sheedy, Eve, Counsel for Domestic Violence Policy, Los Angeles City Attorney's Office, 312 N Hill St 2nd Fl, 90012, (213) 485-2352, Email: eve.sheedy@lacity.org, Web: www.atty.lacity.org

—Walters, Gary, Captain II, Los Angeles Police Dept, Air Support Division, 555 Ramirez St, 90012, (949) 463-8665, Email: captain.gary.walters@icloud.com

San Bernardino—Burguan, Jarrod, Chief of Police, San Bernardino Police Dept, 710 North D St, 92401, (909) 384-5607, Fax: (909) 388-4950, Email: burguan_ja@sbcity.org, Web: www.ci.san-bernardino.ca.us

—Tully, Brian R, Lieutenant, San Bernardino Police Dept, 710 North D St, 92401, (909) 213-5577, Email: tully_br@sbcity.org, Web: www.ci.san-bernardino.ca.us

San Diego—French, Jeremy L, Deputy Chief of Police, USMC Provost Marshal's Office, 4200 Belleau Ave, Marine Corps Recruit Depot, 92140, (619) 524-8105, Fax: (619) 524-8113, Email: jeremy.l.french@usmc.mil

Thousand Oaks—*Lary, Greg, Business Development Manager, 3M, 2165 Calle Riscoso, 91362, Email: greg@otis123.com

Vallejo—*Potts, Jason G, Sergeant, Vallejo Police Dept, 111 Amador St, 94590, (707) 333-6426, Email: jasongpotts@gmail.com

Connecticut

Middletown—McKenna, William, Chief of Police, Middletown Police Dept, 222 Main St, 06457, (860) 638-4101, Email: william.mckenna@middletownct.gov

Delaware

Dover—Condon, Charles, Lieutenant, DE State Police, PO Box 430 1441 N DuPont Hwy, 19901, (302) 739-5901, Fax: (302) 739-5982, Email: charles.condon@state.de.us, Web: www.dsp.delaware.gov

—Evans, Jeffrey R, Major, DE State Police, PO Box 430, 1441 N DuPont Hwy, 19901, (302) 739-5911, Fax: (302) 739-5966, Email: jeffrey.evans@state.de.us, Web: www.dsp.delaware.gov

—*Mims, Rae M, Deputy Attorney General, DE Office of the Attorney General, 102 W Water St, 19904, (302) 739-4211, Fax: (302) 739-7652, Email: rae.mims@state.de.us

District of Columbia

Washington—*Breul, Nicholas T, Director of Wellness & Safety, National Law Enforcement Memorial Fund, 901 E St NW, 20004, (202) 365-6743, Email: nbreul@nleomf.org

—*Gouchola, Spero L, Defense Attache, Embassy of Benin Republic, 2124 Kalorama Rd NW, 20008, (240) 505-5440, Fax: (202) 296-4372, Email: goucholaspero@gmail.com

—Sudiutomo, Arief W, Police Attache, Indonesian Embassy, 2020 Massachusetts Ave NW, 20036, (202) 772-5200, Email: arief_wicaksono@interpol.go.id, Web: www.interpol.go.id

Florida

Miami—Rojas, Amos, U.S. Marshal, U.S. Marshal Service, 400 N Miami Ave 6th Fl, 33128, (786) 433-6340, Fax: (305) 536-5907, Email: amos.rojas@usdoj.gov

Mount Dora—Bell, Robert, Deputy Chief of Police, Mount Dora Police Dept, 1300 N Donnelly St, 32757, (352) 735-7194, Fax: (352) 383-4623, Email: bellr@cityofmountdora.com

Opa-Locka—Key, Jeffrey, Chief of Police, Opa-Locka Police Dept, 2495 Ali-Baba Ave, 33054, (305) 953-2877, Email: jkey@opalockapd.com

Sanford—Allen, Edward, Major, Seminole Co Sheriff's Office, 100 Bush Blvd, 32773, (407) 402-5783, Email: eallen@seminolesheriff.org, Web: www.seminolesheriff.org

—Lemma, Dennis M, Chief Deputy, Seminole Co Sheriff's Office, 100 Bush Blvd, 32773, (407) 665-6673, Fax: (407) 665-6654, Email: dennislemma@seminolesheriff.org, Web: www.seminolesheriff.org

Georgia

Nelson—Koury, James A, Chief of Police, Nelson Police Dept, PO Box 100, 30151, (770) 735-2211, Fax: (770) 735-3957, Email: jim.koury@nelsongeorgia.com

Perry—*Rothwell, Gary, Special Agent in Charge Ret GA Bureau of Investigation, Cognitec Systems, 108 Woodlawn Dr, 31069, (478) 987-4545, Email: grrothwell@gmail.com

Illinois

Bloomingdale—Beck, Bruce, Deputy Chief of Police, Bloomingdale Police Dept, 201 S Bloomingdale Rd, 60108, (630) 529-9868, Fax: (630) 529-1830, Email: beckb@vil.bloomingdale.il.us, Web: www.villageofbloomingdale.org

—Roberts, Tim, Deputy Chief of Police, Bloomingdale Police Dept, 201 S Bloomingdale Rd, 60108, (630) 529-9868, Fax: (630) 529-1836, Email: robertst@vil.bloomingdale.il.us, Web: www.villageofbloomingdale.org

Brookport—Barr, John A, Chief of Police, Brookport Police Dept, 209 Ohio St, 62910, (618) 564-2351, Fax: (618) 564-3672, Email: bpd62910@gmail.com

Chicago—*Parker, Susan, Program Manager Crime Lab, Univ of Chicago, 209 S LaSalle, 60604, Email: susan.teresa.parker@gmail.com

Huntley—Fulton, Todd W, Deputy Chief of Police, Huntley Police Dept, 10911 Main St, 60142, (847) 515-5351, Fax: (847) 515-5346, Email: tfulton@huntley.il.us

Rockford—Bergsten, Derek, Fire Chief, City of Rockford Fire Dept, 204 S First St, 61104, (815) 987-5799, Fax: (815) 987-5737, Email: derek.bergsten@rockfordil.gov, Web: www.rockfordil.gov

Iowa

Cedar Rapids—Hembera, Jeff, Captain, Cedar Rapids Police Dept, 505 First St SW, 52404, (319) 286-5480, Email: j.hembera@cedar-rapids.org

Kentucky

Franklin—Solomon, Roger, Chief of Police/Colonel, Franklin Police Dept, 100 S Court St, 42134, (270) 586-7167, Fax: (270) 586-9030, Email: rsolomon@franklinpolice.net

Lexington—*Metze, Jeff, Global Industry Manager-Government, Lexmark, 740 W New Circle Rd, 40550, Email: jmetze@lexmark.com

Maryland

Baltimore—Friel, Theodore D, Lieutenant, Baltimore Police Dept, Central District 242 W 29th St, 21211, (443) 938-1589, Email: ted.friel@baltimorepolice.org, Web: www.baltimorepolice.org

—*Martin, Ganesha, Chief of Staff, Baltimore Police Dept, Central District, 242 W 29th St, 21211, (410) 396-2020, Email: ganesha.martin@baltimorepolice.org, Web: www.baltimorepolice.org

Upper Marlboro—Carr, John D, Commander Warrant/Fugitive Division, Prince George's Co Sheriff's Office, 5303 Chrysler Way, 20772, (240) 508-7560, Email: jdcarr@co.pg.md.us

Massachusetts

New Bedford—Simmons, Daniel E, Resident Agent In Charge, DEA/Justice, 848 Pleasant St, 02740, (617) 719-6314, Email: kapekids2@comcast.net

Walpole—*Watts, Jillian, Attorney, Atstupenas Law Office, 1600 Providence Hwy, 02081, (978) 852-1213, Email: jwatts222@gmail.com, Web: www.atslawoffice.com

Michigan

Bloomfield Township—Langmeyer, Phil, Captain, Bloomfield Twp Police Dept, 4200 Telegraph Rd, 48302, (248) 433-7761, Fax: (248) 433-7784, Email: plangmeyer@bloomfieldtwp.org, Web: www.bloomfieldtwp.org

Lansing—Bush, Christopher, First Lieutenant, MI State Police, 2615 Port Lansing Rd, 48906, (517) 335-9900, Email: bushc3@michigan.gov

Missouri

Jefferson City—*McGinnis, Tracy E, General Counsel, MO State Hwy Patrol, PO Box 568, 1510 E Elm St, 65102, (573) 526-6130, Fax: (573) 751-9419, Email: tracy.mcginnis@mshp.dps.mo.gov, Web: www.mshp.dps.mo.gov

Kansas City—Roy, Gerald, Special Agent in Charge, U.S. Dept of Health & Human Services IG, 1201 Walnut Ste 920, 64106, Email: gerry.roy@oig.hhs.gov

Nevada

Las Vegas—Pfiffner, David, Captain, NV Dept of Wildlife Division of Law Enforcement, 4747 W Vegas Dr, 89108, (702) 486-5127 Ext 3401, Fax: (702) 486-5008, Email: pfiffner@ndow.org, Web: www.ndow.org

New Hampshire

Nashua—Carignan, Michael, Deputy Chief of Police, Nashua Police Dept, PO Box 785, 03061, (603) 594-3610, Email: carignanm@nashuapd.com

Thornton—Diamond, Rod, Chief of Police, Thornton Police Dept, 16 Merrill Access Rd, 03285, (603) 726-3871, Fax: (603) 726-7632, Email: chief@thorntonnhpd.org

New Jersey

Mays Landing—*Farkas, Matthew, Director Law Enforcement Sales, SIG Sauer Inc, 3956 Black Horse Pike Ste B, PMB 173, 08330, (609) 472-0956, Email: matt.farkas@sigsauer.com

New Mexico

Albuquerque—Brown, Leslie A, Commander, Albuquerque Police Dept, 2205 Columbia Dr SE, 87106, (505) 875-3500 Ext 3504, Fax: (505) 875-3599, Email: lesliebrown@cabq.gov

New York

Brooklyn—Molina, Louis A, Deputy Chief, Kings Co District Attorney's Office, Detective Investigations Division, 350 Jay St, 11201, (718) 250-2788, Email: lamolina@caa.columbia.edu

Melville—*Maguire, John J, Business Development Manager, UL, 1285 Walt Whitman Rd, 11747, (631) 546-2416, Email: john.maguire@ul.com, Web: www.ul.com

New City—Cole-Hatchard, Stephen J, Sergeant Commanding Officer ILP Unit, Clarkstown Police Dept, 20 Maple Ave, 10956, (845) 721-0774, Fax: (845) 639-5924, Email: s.colehatchard@clarkstown.org, Web: www.clarkstown.org

New York—Gallagher, William J, Lieutenant, New York City Police Dept, 1 Police Plaza, 10011, (718) 913-0408, Email: william.gallagher@nypd.org

—*Kareem, Akeem B, Security Officer, United Nations Dept of Safety & Security, 405 E 42nd St, 10017, (212) 963-5555, Email: kareem@un.org, Web: www.un.org

Utica—Kelly, Charles S, Lieutenant, Utica Police Dept, 413 Oriskany St W, 13502, (315) 725-8250, Fax: (315) 223-3469, Email: ckelly@uticapd.com

—Noonan, Edward, Captain, Utica Police Dept, 413 Oriskany St W, 13502, (315) 223-3460, Email: enoonan@uticapd.com

White Plains—*Esposito, Richard J, Special Assistant to the Commissioner, White Plains Dept of Public Safety, 77 S Lexington Ave, 11603, (917) 863-6008, Email: resposito@whiteplainsny.gov

Ohio

Aurora—Byard, Brian, Chief of Police, Aurora Police Dept, 100 S Aurora Rd, 44202, (330) 562-8181, Fax: (330) 995-6343, Email: byardb@auroraoh.com

Columbus—Gardner, Mark J, Lieutenant, Columbus Division of Police, 120 Marconi Blvd, 43215, (614) 645-4286, Email: mgardner@columbuspolice.org

Port Clinton—Hickman, Robert J, Chief of Police, Port Clinton Police Dept, 1868 E Perry St, 43452, (419) 734-3121, Fax: (419) 734-6510, Email: pcpdchief@portclinton-oh.gov, Web: www.portclintonpd.org

Oklahoma

Chickasha—McClain, Shanon, Interim Chief of Police/Major, Chickasha Police Dept, 101 N Sixth, 73018, (405) 222-6050, Fax: (405) 574-1010, Email: shanon.mcclain@chickashapd.org, Web: www.chickasha.org

Coweta—Bell, Michael, Chief of Police, Coweta Police Dept, 212 N Broadway, 74429, (918) 486-2804, Fax: (918) 486-4315, Email: mbell@cityofcoweta-ok.gov

Fort Gibson—Vernon, James C, Chief of Police, Fort Gibson Police Dept, 202 W Poplar, 74434, (918) 478-2610, Fax: (918) 478-5668, Email: chiefvernon@fortgibsonpolice.com, Web: www.fortgibsonpolice.com

Oregon

Bend—*Maniscalco, Jason, Sergeant, Bend Police Dept, 555 NE 15th St, 97701, (541) 322-6362, Email: jamaniscalco@bendoregon.gov

Pennsylvania

Bensalem—*Nestor, James E, Director Ret NJ State Police, Livengrin Foundation, 4833 Hulmeville Rd, 19020, (215) 638-5200 Ext 190, Email: jnestor@livengrin.org, Web: www.livengrin.org

Coplay—Genovese, Vincent, Chief of Police, Coplay Police Dept, 98 S Fourth St, 18037, (610) 262-2288, Fax: (601) 262-6004, Email: vgenovese@coplaypd.com

Lower Burrell—Weitzel, Tim, Chief of Police, City of Lower Burrell Police Dept, 2800 Bethel St, 15068, (724) 339-4287, Fax: (724) 339-1262, Email: tweitzel@lbpolice.org, Web: www.cityoflowerburrell.com

Oakmont—Di Santi Sr, David, Chief of Police, Oakmont Police Dept, 769 Fifth St, 15139, (412) 826-1578, Fax: (412) 828-4345, Email: ddisanti@oakmontborough.com

Yardley—*Frawley, James J, Chief Ret, U.S. Customs & Border Protection, 1196 Dickinson Dr, 19067, Email: jfrawley@hotmail.com

Texas

Bayou Vista—Whittington, Larry, Chief of Police, Bayou Vista Police Dept, 2929 Hwy 6, 77563, (409) 935-0449, Fax: (409) 935-2893, Email: chiefwhittington@gmail.com, Web: www.bayouvista.us/police-dept

Boerne—Perez, Steve M, Lieutenant, Boerne Police Dept, 124 Old San Antonio Rd, 78006, (830) 249-8645, Fax: (830) 816-7373, Email: sperez@boerne-tx.gov

Bryan—Stewart, Walter J, Chief Deputy, Brazos Co Sheriff's Office, 1700 W State Hwy 21, 77803, (979) 361-4991, Fax: (979) 361-4999, Email: wstewart@brazoscountytx.gov

Corpus Christi—*Brown, Tom, Police Coordinator, Corpus Christi Police Dept, 321 John Sartain St, 78401, (361) 886-2832, Email: tomb@cctexas.com

Fort Worth—*Beckerman, Steve, COO, ERAD, 8528 Davis Blvd Ste 134-343, 76182, (727) 781-7308, Email: steve.beckerman@erad-group.com

—*Knight, Tracey M, Corporal/PIO, Fort Worth Police Dept, 350 W Belknap, 76102, Email: tracey.knight@fortworthtexas.gov

Houston—*Long, Everton W, Sergeant, Univ of TX-Houston Police, 7777 Knight Rd, 77054, (713) 563-7789, Email: ewlong@mdanderson.org

Pearland—*King, Vicki, Assistant Chief of Police Ret, Houston TX, 2106 E Marys Creek Ln, 77581, (713) 301-0806, Email: hpd.vickiking@gmail.com

Richland Hills—*Garcia, Christine, Multi-Agency Crime Victims Coordinator, Richland Hills Police Dept, 6700 Baker Blvd, 76118, (817) 616-3781, Fax: (817) 616-3790, Email: cgarcia@richlandhills.com, Web: www.richlandhills.com

Southlake—*Sanders, Bruce, COO, Double Pull Inc, 1295 Shady Oaks Dr, 76092, (817) 291-8938, Email: b.sanders@doublepull.com, Web: www.doublepull.com

Tyler—Smith, Larry R, Sheriff, Smith Co Sheriff's Office, 227 N Spring Ave, 75702, (903) 590-2720, Fax: (903) 590-2659, Email: soadmin@smith-county.com, Web: www.smith-county.com/so

West Columbia—Odin, Paul, Chief of Police, West Columbia Police Dept, 310 E Clay, 77486, (979) 345-5121, Fax: (979) 345-2730, Email: chief@westcolumbiatx.org

Utah

Lehi—Magnusson, Jeffrey C, Lieutenant, Lehi Police Dept, 580 W State St, 84043, (801) 768-7110, Fax: (801) 768-7115, Email: jcmagnusson@lehi-ut.gov

Mapleton—*Politis, David, Co-Founder/Chief Marketing Officer, Multi-Voice Radio, 266 East 900 South, 84664, (801) 556-8184, Email: politis@multivoiceradio.com, Web: www.multivoiceradio.com

Virginia

Lorton—Oliver, Kelly, Section Chief, U.S. Dept of Homeland Security ICE-HSI, 10450 Furnace Rd Stop 5118, 22079, (703) 551-5504, Email: kelly.w.oliver@ice.dhs.gov

McLean—*Gornall, Scott, Director Defense Sector, Centrifuge Systems, 7926 Jones Branch Dr Ste 210, 22102, (443) 643-6000, Email: sgornall@live.com, Web: www.centrifugesystems.com

Richmond—*McAllister, Ian, Officer, VA Commonwealth Univ Police Dept, 938 W Grace St, PO Box 842024, 23284, (804) 304-8884, Email: itmcallister@vcu.edu, Web: www.vcu.edu/police

—*Mell, Shana M, Performance Management Coordinator, VA Commonwealth Univ Police Dept, 938 W Grace St, PO Box 842024, 23284, (804) 828-5932, Fax: (804) 828-3911, Email: mellsm@vcu.edu, Web: www.vcu.edu/police

Virginia Beach—Humphrey, William S, Lieutenant, Virginia Beach Police Dept, 820 Virginia Beach Blvd, 23451, (757) 651-4831, Fax: (757) 427-9163, Email: wshumphrey@cox.net, Web: www.vbgov.com/police

Washington

Joint Base Lewis McChord—Dolata, Igantius M, Colonel/Commander 6th MP Group (CID) , U.S. Army MP Corps, 4291 Ninth Division Dr, 98433, (253) 267-4554, Email: mike.dolata@us.army.mil

Redmond—*Arthur, Kirk, Managing Director Worldwide Public Safety & Justice, Microsoft, One Microsoft Way, 98052, Email: karthur@microsoft.com

West Virginia

Beckley—Christian, Lonnie D, Chief of Police, Beckley Police Dept, 340 W Prince St, 25801, (304) 256-1710, Fax: (304) 256-1736, Email: lchristian@beckleypd.com

Wisconsin

Beaver Dam—Kreuziger, John, Chief of Police, Beaver Dam Police Dept, 123 Park Ave, 53916, (920) 382-0055, Fax: (920) 887-4616, Email: jkreuziger@bdpd.org

Madison—Wheeler, James, Captain, Madison Police Dept, 211 S Carroll St, 53711, (608) 267-8643, Email: jwheeler@cityofmadison.com

Marshfield—Gramza, Richard, Chief of Police, Marshfield Police Dept, 110 W First St, 54449, (715) 384-0800, Fax: (715) 384-0823, Email: rick.gramza@ci.marshfield.wi.us

Milwaukee—MacGillis, James, Lieutenant, Milwaukee Police Dept, 749 W State St, 53233, (414) 935-7686, Fax: (414) 935-7294, Email: jmacgi@milwaukee.gov

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.

Constantine Brown, Deputy Inspector (ret.), New York City, New York; Forest Hills, New York (life member)

Gerald Meece, Director/Chief of Police (ret.), Saint Paul, Alaska; Somerset, Kentucky (life member)

IACP Section Membership Application

IACP Membership is a prerequisite for Section Membership.

Name: _____ (*Please Print*)

Title/Rank: _____

Agency: _____

Business Address: _____

City, State, Zip, Country: _____

Business Phone: _____ Fax: _____

E-mail: _____

Web Site: _____

IACP Membership #: _____

Signature: _____

- ❑ Capitol Police Section $30
- ❑ Defense Chiefs of Police Section $15
- ❑ Drug Recognition Expert Section $25
- ❑ Indian Country Law Enforcement Section $25
- ❑ International Managers of Police Academy and College Training Section $25
- ❑ Law Enforcement Information Management Section $25
- ❑ Legal Officers Section $35
- ❑ Mid-Size Agencies Section $50
- ❑ Police Foundations Section $20
- ❑ Police Physicians Section $35
- ❑ Police Psychological Services Section ..... (initial processing fee) $50

  (Must be a psychologist. Upon admission to the section, $50 processing fee applies to annual dues)
- ❑ Public Information Officers Section $15
- ❑ Public Transit Police Section ..... No charge
- ❑ Railroad Police Section ..... No charge
- ❑ Retired Chiefs of Police Section ..... No charge
- ❑ Smaller Department Section $20
- ❑ State and Provincial Police Alumni Section ..... No charge
- ❑ State and Provincial Police Academy Directors Section ..... No charge
- ❑ State and Provincial Police Planning Officers Section ..... No charge
- ❑ University/College Police Section – Initial Member $50
- ❑ University/College Police Section – Each additional member from same institution $15

Payment (*Choose only one of the following methods of payment.*) Amount to be charged _____

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   Fax completed form with credit card authorization to 703/836-4543. Do not mail and fax form as charges will be duplicated.
2. Pay by Check: Make checks payable to IACP (U.S. dollars only) and mail full payment (no cash) with completed form to: IACP: Membership, P.O. Box 62564, Baltimore, MD 21264-2564
3. Pay by Purchase Order: Mail purchase order along with form to: IACP: Membership, 44 Canal Center Plaza, Suite 200, Alexandria, VA 22314-2357

Capitol Police Section
Promotes exchange of information and develops standards for increasing the efficiency and capabilities of each law enforcement agency that provides service to our critical assets. Open to individuals who are now, or have been, engaged in or responsible for providing police services at a national or state/providence State House.

Defense Chiefs of Police Section
Promotes exchange of ideas and specific information and procedures for law enforcement organizations providing police and security services within military services and defense agencies. Open to individuals who are now or have been engaged in or responsible for providing law enforcement services within an IACP member nation's military services or defense establishment.

Drug Recognition Expert Section
Provides a unique opportunity for those professionals already associated with drug recognition to share common management, training, administrative and practicing concerns.

Indian Country Law Enforcement Section
Promotes the professional status of those engaged inproviding police services to Indian Country.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

University/College Police Section
Provides coordinated assistance in implementing effective university policing practices and achieving an accepted professional status.

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.*

Jetpack

Avwatch is partnering with New Zealand–based Martin Aircraft Company to bring an innovative, breakthrough aerial technology to the United States. The Martin Jetpack can be flown by a pilot or via remote control for homeland security or first responder applications. It has a flight capability of over 30 minutes, speeds up to 74 km/h. and reaches altitudes above 3,000 feet. The Jetpack can be used as a first responder vehicle, as well as a heavy lift unmanned air vehicle. The two companies will develop the use of the Martin Jetpack as cutting-edge airborne technology for the United States Department of Homeland Security, Department of Defense, and other interested federal, state, and local agencies. The two companies will work together on improving specific capabilities targeted at assisting the first responder sector, including search and rescue, security, police, ambulance, fire, and natural disaster recovery.

For more information, visit www.avwatch.us.

Public safety crowdsourcing app

A new public safety and security mobile app called sci-Shot celebrated its official launch at the Seminole Hard Rock Winterfest Boat Parade on December 13, 2014. The app, which serves as a convenient way for participants to anonymously report non-emergency questionable or suspicious activity, was monitored by Crime Stoppers. It is designed to improve safety and security at public events and within communities. Anyone who downloads the app is able to share pictures and video while remaining anonymous. Once the user uploads information to the sci-Shot app, the information becomes available to registered security professionals who can then communicate confidentially with the app user. The app is available through both the App Store and GooglePlay and does not require any modifications to the user's smartphone. Because sci-Shot is committed to privacy, all user data are encrypted.

For more information, visit www.sciShot.com.

Custom firearm cases

Pelican Products cases with custom foam interiors to protect handguns, shotguns, and rifles have launched on the Remington Outdoor Company (ROC) website. The cases include Pelican Storm iM2050R Case, which features a custom foam solution for all Remington full-size and compact handguns with up to 6 magazines; Pelican Storm iM3200R Case, which protects and secures all Remington tactical and field shotguns with choke tubes and accessories; and the Pelican Storm iM3300R Case, which is designed to protect most center-fire rifles with accessories. For easy travel, the cases meet ATA 300 Cat 1 standards and feature padlock hasps to discourage tampering and theft. The iM3200R and iM3300R are both designed with polyurethane wheels with stainless steel ball bearings for multiple terrain transport.

For more information, visit www.shopremingtoncountry.com.

Open data solution

SunGard Public Sector announces a strategic engagement with Socrata. Under the terms of the agreement, SunGard Public Sector will offer Socrata's innovative Open Data and Open Performance solutions, along with Socrata's suite of financial transparency apps, to its customers across North America. The SunGard Public Sector/Socrata Open Data solution can help local governments and public safety agencies empower employees, so they can easily publish data and create powerful information resources for either citizens or internal decision-makers; enable citizens and employees to review, compare, visualize, and share their discoveries in real time; display a wide variety of data through visualizations, including bar, pie, and line charts, as well as maps for geocoded data.

For more information, visit www.sungardps.com/socrata.

Body armor system

Point Blank Enterprises (Point Blank) announces that the New York Police Department's Emergency Service Unit (ESU) has awarded Point Blank a multi-year contract to outfit all ESU officers with its Alpha Elite body armor system. The NYPD ESU provides specialized support and advanced equipment to other NYPD units and also functions as a Special Weapons and Tactics (SWAT) unit and NYPD hostage negotiation and rescue team. Known and regarded as the largest SWAT unit in the United States, the NYPD ESU was looking for a ballistic system that was lightweight and flexible, providing optimum coverage without sacrificing mobility and comfort. The Alpha Elite AXIIIA package was chosen based on these criteria and the company has begun shipments and measurements for the over 500 officers as part of this elite tactical unit.

For more information, visit www.pointblankenterprises.com.

New training module

ASIS International (ASIS) and The National Center for Missing & Exploited Children (NCMEC) are offering an online training module focusing on what private security professionals need to know about child victimization. The one-hour, self-paced module will discuss the nature and scope of missing and exploited children in the United States, what the private security officer needs to know in order to assist law enforcement, aspects of victim behavior, and how to access additional resources.

For more information, visit www.asisonline.org or www.missingkids.com.

Research and consulting

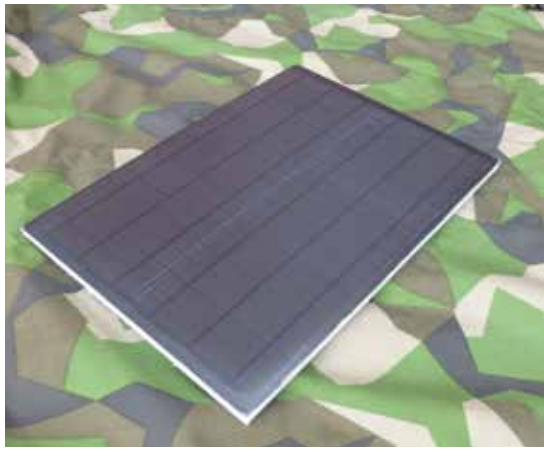
Northwestern University Center for Public Safety (NUCPS) is pleased to announce the re-launch of its Research and Consulting Division. Since it first opened its doors in 1936, NUCPS has provided research-based consulting to organizations in the public safety field. The re-launched Research and Consulting Division will engage NUCPS experts in consulting, implementation, and applied research projects on behalf of agencies in the United States and abroad to assist in building safer communities. Services offered by the division include employee assessment for selection and promotion, including chief of police selection; workforce planning, workforce diversity performance appraisal, coaching and mentoring, and succession planning; studies to improve operational effectiveness; strategic planning and strategy implementation; and staffing, resource allocation, and organization design. Additional services based on NUCPS expertise in traffic safety and leadership development will also be rolled out.

For more information, visit http://nucps.northwestern.edu.

Mobile solution for remote drug and alcohol testing

Corrisoft and ABK Remote Drug Testing Inc. announce their partnership in providing a mobile solution for remote testing of drug and alcohol use. State-of-the-art technology provides support services while increasing accountability for offenders re-entering society after incarceration. Corrisoft's AIR (Alternative to Incarceration via Rehabilitation) platform combines a smartphone providing direct communication between offenders, supervising agency personnel, and Corrisoft's re-entry specialists, with a small, secure AIR Connect bracelet that tethers the phone to the user. ABK Remote Drug Testing Inc.'s state-of-the-art drug testing application, eRam, features dedicated computer software that connects to a client's camera in order to assess and monitor its subjects remotely through eye analysis and oral drug screen with a high degree of accuracy. Through this new partnership, eRam technology will now be available as a mobile app as part of the Corrisoft AIR platform in Indiana, providing mobile, remote drug and alcohol testing with the AIR platform's comprehensive solution.

For more information, visit www.corrisoft.com or www.eramnow.com.



Solar panels with ballistic protection

A new solar panel system for defense forces provides ballistic protection and is lighter and more portable than systems currently available. The PowerArmor unit from IDG Europe has low-reflectance solar panels protected by an anti-ballistic surface made in an exceptionally strong unidirectional fiber-reinforced composite. The composite is based on an ultra-high molecular weight polyethylene fiber (UHMWPE) produced by DSM Dyneema. It replaces the aluminum normally used for portable solar panels, which provides no ballistic protection. The panels also weigh around 20 percent less than aluminum panels of the same thickness.

For more information, visit www.dsm.com or www.dyneema.com.

Network expansion for schools

Mutualink continues to expand its network of connected communities with a pilot program of Mutualink K12 at 20 schools in New York's Oneida and Rockland counties. By joining the Interoperable Response and Preparedness Platform (IRAPP) network, these schools now have a direct link to police and other entities on the network as and when needed. In real-world simulations, the system has been shown to cut emergency response time by as much as 50 percent. It is an IP-based secure multimedia communications platform that bridges radio, video, telephone, and public address and intercom systems, giving first responders increased situational awareness and improving response time. Mutualink K12 is designed and licensed exclusively for K–12 schools, addressing the specific needs and limited budgets of school systems. ❖

For more information, visit www.mutualink.net.

Finding Solutions to the Challenges and Perils of Pursuits

By Trevor Fischbach, President, StarChase

Police pursuits are an unfortunate, seemingly unavoidable aspect of law enforcement. Officers and others close to the pursuits issue would agree that high-speed chases have become part of U.S. culture due to the dramatic portrayals of vehicle pursuits in movies, television shows, and the 24-hour cycle of cable TV news. It's possible that the near-constant visibility of police pursuits, both real and fictional, has fueled a misguided belief among criminals that getting away is easy if they drive quickly (and recklessly).

Whatever the catalyst may be, high-speed chases are too frequent occurrences that often end tragically. More needs to be done to manage the risks involved. The facts surrounding pursuits—55,000 injuries and 400 fatalities annually—underscore the demand that more attention be directed toward better understanding the pursuit trends on national and local levels.[1]

Here's what is known: besides being terrifying for officers at times, pursuits are highly risky and come with a huge toll measured in lives lost, painful injuries, and multi-million dollar lawsuits that quickly drain taxpayer funds. The National Institute of Justice (NIJ) estimates that 1 out of every 100 high-speed pursuits results in a fatality.[2]

Other studies indicate that there is, on average, 1.5 pursuit-related fatalities daily in the United States and one-third of the victims are innocent bystanders, unconnected to the pursuit.[3] The threats high-speed chases pose to law enforcement are staggering; since 2010, an officer is killed every six weeks in a pursuit-related accident.[4]

Communities Respond

In 2014, many communities, including Antelope, California; Flint, Michigan; Kansas City, Missouri; and Houston, Texas, were rocked by terrible crashes stemming from high-speed police chases that resulted in the deaths of innocent bystanders. As these communities search for answers, town hall meetings and opinion editorials in local newspapers channel the backlash from citizens and families who often second-guess decisions made by responding officers in the heat of the moment and, in most cases, while closely adhering to department policies on pursuits.

With departments sitting in a no-win situation, the common default response in the wake of a tragic pursuit is to implement a non-pursuit policy for suspects involved in nonviolent crimes. This policy change reduces the volume of high-speed chases and diminishes the number of crashes, but it is a temporary solution with unintended consequences that create a "public safety gap" by limiting an officer's sworn duty to address crime as it happens. In essence, these types of policies allow unknown offenders to continue on their paths uninterrupted.

Take the city of Milwaukee, Wisconsin, for example. After several tragedies brought about by high-speed pursuits, the Milwaukee Police Department enacted a pursuit policy in 2010 that generally limited chases to situations involving violent felonies. This significant step was intended to protect the public and police officers, and, to a great extent, it worked. A follow-up study by the Milwaukee Police Department in late 2010, months after the policy was implemented, showed "a significant reduction in accidents and the number of persons injured (from 19 to 7) during the evaluation period. In addition, no police officers were injured in pursuits subsequent to the revision compared to five officers that suffered injuries during the same time period prior to the policy change."[5]

When solely measured in injuries and crashes, the policy change was a resounding success, but it also triggered a spike in vehicle-related crime as the word got out among criminals that stolen cars—really any vehicle involved in a nonviolent crime—would not be pursued. Newspaper headlines in the Milwaukee area highlighted citizens' anger over this skyrocketing scourge, no doubt further emboldening criminals to steal more cars or attempt even more serious crimes.

There are many other examples of departments all around the United States re-writing their policies to allow for more oversight or limitations on pursuits. Columbus, Mississippi, is an example of this trend, as the police chief recently announced that he revised the department's policy on pursuits to have supervisors decide whether a fleeing suspect should be chased.[6]

Solutions That Achieve Balance and Close the "Public Safety Gap"

Police need the ability to both enforce the law and protect the public. High-speed pursuits may be effective at achieving the former—getting the bad guys—but it poses a challenge to the latter responsibility.

The decision to aggressively chase a suspect is relatively clear-cut in instances involving violent crimes, serious felonies, and impaired drivers who pose an imminent threat to others. The challenge of developing effective policies lies in the gray area that encompasses the myriad of other circumstances that officers face, which often require split-second judgments.

There are also less serious crimes, such as vehicle theft, that may betray other more serious offenses. This is especially true with border states where stolen vehicles are often used in the trafficking of weapons, currency, and human cargo. Officers know that stolen vehicles are a near-certain flight risk, and suspects, especially those facing long jail times for smuggled contraband, will take extraordinary measures to avoid capture. Unfortunately, "drive it like you stole it" often has deadly consequences.

Police currently use a variety of techniques, such as the precision immobilization technique (PIT) maneuver, and tools, such as tire deflation devices, to terminate chases. They are also coordinating fleeing vehicle intercepts with air assets in departments that have those resources available. When used effectively, these methods achieve a desired result (arrest), but may only shorten the pursuit, not eliminate the chase altogether.

A promising technology that is closing the gap between enforcement and public safety is GPS-based pursuit management systems. Sometimes called "GPS bullets," the pursuit management systems most readily available to law enforcement are composed of two small, cylinder-shaped projectiles, each containing a miniature GPS tracker, tipped with an industrial-strength adhesive. The launching mechanism, powered by compressed air, is mounted inside the grille of the police cruiser.

The pursing officer operates the GPS launching system using a control panel mounted within easy reach of the officer's arm or with a wireless handheld remote. Once manually activated, the GPS launching system uses a laser

that "paints" the back of the fleeing vehicle. Officers can adjust the trajectory of the projectile by toggling the launcher up or down, and then launch the GPS tag, which adheres to the rear of the suspect vehicle.

Officers can launch the GPS projectiles at pursuit speeds or while stationary, using a remote fob which can be activated from outside of the cruiser.

Once a vehicle of interest is "tagged" with a GPS tracking device, officers can switch off their lights and sirens and ease back to a safe distance beyond the sight of the fleeing suspect. Responding officers and dispatchers can accurately track the suspect's location and rate of speed using near real-time street view on Google Maps.

With the pursuit management technology, officers can dramatically change how they deal with high-risk vehicles in pursuit or potential pursuit situations. No longer are pursuing officers consumed by an urge to capture a fleeing suspect, perhaps taking risks to their own well-being in an effort to get the suspect. That urge is fulfilled with a push of a key fob and a successful tag. The adrenaline of the chase and dangers of tunnel vision are behaviors replaced by less-chaotic coordination of a slowed-down intercept, aided by a "virtual helicopter" feeding officers near real-time data on the fleeing vehicle.

Changing the Pursuit Management Dynamic

With the GPS pursuit management technology, officers report a lower level of adrenaline due to having the ability to control a typically volatile situation with technology verses traditional pursuit risks. Equally important is this lower level of adrenaline transcends to the entire on-shift patrol, leading to enhanced cooperation and communication between pursuit tool-equipped and non-pursuit-equipped officers. By eliminating a traditional "pursuit in progress" call (which are tension-filled, at best, and chaotic at times), the entire on-shift patrol can more effectively manage the situation with less stress and adrenaline.

GPS pursuit management systems are being evaluated by more than 20 departments in a dozen U.S. states. The use case data collected to date show a 100 percent recovery rate for tagged vehicles—all are recovered, most without damage, and with an 80 percent arrest rate. This arrest rate rivals those of traditional pursuit arrest rates, without the high safety risks.[7]

These new tools have proven particularly effective in cases where evasion is a near-certainty—vehicle thefts and suspected traffickers. Because GPS tags are difficult to simply pull off, the tally for seizures of contraband has exceeded $15 million dollars with some notably high-profile captures, including a truck packed with young, undocumented women who were part of a smuggling ring. A PIT maneuver (which could result in a roll-over) on that open-bed pickup truck might have had tragic consequences.[8] However, a well-placed GPS tag on a fleeing vehicle is a "bullet" that saves lives.

According to case study data, tagged suspects in the majority of cases slow to within 10 MPH of the posted speed limit within two minutes after pursuing officers turned off lights and sirens and dropped back. The experiences of officers using GPS pursuit management systems is consistent with feedback from interviewed suspects, 75 percent of whom say they would slow down when they were free from the signs of police authority (emergency lights and sirens).[9]

Limited Funds, Competing Priorities

New technology and training cost money that many cash-strapped departments simply do not have. While tire deflation devices are a few hundred dollars each, GPS pursuit management systems are more in line with in-car video and other vehicle-installed technologies.[10]

Some departments using pursuit management systems have used U.S. government grants to secure the funding for the purchase of their units. While funds are limited and departments have many competing priorities, feedback from departments that have tapped grant programs to fund their purchases points to good results, provided they have experience in the grants process.

In addition to the toll from high-speed pursuits in deaths and injuries, another measure that can be quantified is court costs. From data compiled during a 19-year period, from 1988 to 2007, more than $1.3 billion in court-awarded damages occurred, according to the AELE Law Library case summaries.[11] This is a low figure, as it does not include out-of-court settlements, which are estimated to be several times the amount of court-awarded damages.

In 2014 alone, several high-profile suits and settlements racked up a significant toll. A $50 million lawsuit was filed in July 2014, following a pursuit-related crash in Flint, Michigan. Similar suits were filed in Austin, Texas, following a fatal crash and a multi-million dollar settlement was made after an incident in Houston, Texas.[12]

Data Gaps

Much is known about chases, and there have been several excellent studies about police pursuits in recent years. Anecdotally, it is known that certain types of offenders will evade arrest and take ridiculous risks in order to avoid capture. Certain types of vehicles are found—down to the make and model—to be driven by drivers who are more likely to accelerate than brake when officers turn on their lights and sirens.

But much still remains unknown about the bigger picture of pursuits in the United States—their frequency, prevalence on highways and secondary streets, and factors that lead to successful (or tragic) outcomes. What is lacking is the ability to stitch together a comprehensive, data-backed story that accurately captures pursuit trends and shows where and how progress is being made. IACP and the NIJ have taken steps to achieve that full picture of the issue, but still more work needs to be done to achieve the breadth and depth needed to support research-based solutions (see http://www.theiacp.org/Portals/0/pdfs/Publications/Police%20Pursuit.pdf and http://nij.gov/topics/law-enforcement/operations/traffic/Pages/incident-database.aspx for more information).

The answers to the risks of pursuits are out there, perhaps in the form of James Bond–style technology solutions, but in order to build a case for alternatives, which cost money and take time to build, law enforcement needs data. Without that data, it can be assumed that law enforcement will continue to struggle with the balance between enforcement and safety, with policy changes being the deciding factors and temporary patches that inadvertently create a potential "public safety gap." ❖

Notes:

[1]John Hill, "High-Speed Police Pursuits: Dangers, Dynamics, and Risk Reduction," *FBI Law Enforcement Bulletin* (July 2002), http://leb.fbi.gov/2002-pdfs/leb-july-2002 (accessed December 9, 2014).

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[9]David P. Schultz, Ed Hudak, and Geoffrey P. Alpert, "Evidence-Based Decisions on Police Pursuits: The Officer's Perspective," *FBI Law Enforcement Bulletin* (March 2010), http://leb.fbi.gov/2010/march/evidence-based-decisions-on-police-pursuits-the-officers-perspective (accessed December 10, 2014).

[10]Dan Springer, "Iowa State Patrol Testing 'GPS Cannons,'" Fox News, November 21, 2013 (accessed December 11, 2014).

[11]AELE Law Library, Case Summaries: Civil Liability of Law Enforcement Agencies & Personnel, "Pursuits - Law Enforcement," http://www.aele.org/law/Digests/civil111.html (accessed December 10, 2014).

[12]Gary Ridley, "Bystander Deaths from Two Michigan State Police Pursuits in Flint Spark Anger, Lawsuit," MichiganLive.com, updated July 09, 2014, http://www.mlive.com/news/flint/index.ssf/2014/07/family_flint_community_activis.html (accessed December 10, 2014); Doug Miller, "$5M Fallout from Wild Freeway Chase," KHOU 11 News, July 28, 2014 (accessed December 11, 2014).

Pedestrian and Bicyclist Safety: How One Small Agency Is Addressing the Issue

By Sarah Horn, Senior Program Manager, IACP Law Enforcement Operations and Support; and Matt Alderton, IACP Consultant

With more people choosing walking and bicycling as healthy and economic transportation alternatives to driving, law enforcement agencies are increasing efforts to foster safer environments for pedestrians and bicyclists.

Pedestrians and bicyclists are at high risk for serious injury in crashes with motor vehicles. The number of people killed while walking and biking in the United States reached a five-year high in 2012. In 2012, 4,743 pedestrians and 726 bicyclists were killed, a 6 percent increase in pedestrian and bicyclists fatalities over 2011.[1] In the same year, many more people were injured—76,000 pedestrians and 49,000 bicyclists.[2]

The National Highway Traffic Safety Administration cites failures to follow traffic laws, distracted driving, or driving under the influence of alcohol as top contributors to pedestrian- and bicyclist-involved fatal crashes.[3] More than one-fourth of the bicyclists killed had a measurable amount of alcohol in their bloodstreams, and 24 percent of the bicyclists killed had BACs of .08 g/dL or higher. Either the driver or the bicyclist was reported to have a BAC of .08 g/dL or higher in 32 percent of the crashes resulting in a bicyclist's death.[4] In crashes resulting in pedestrian fatalities that occurred in 2011, 37 percent of the pedestrians and 13 percent of the drivers had a BAC of .08 grams per deciliter (g/dL) or higher.[5] According to NHTSA, studies show that drivers, pedestrians, and bicyclists do not consistently obey laws and signals and many often use cellphones and music players while driving, walking, or bicycling.[6]

Highly visible enforcement coupled with publicity about the enforcement is effective in addressing a number of traffic safety issues. An exemplary example of a law enforcement agency's efforts to create safer environments for their walking and biking community is the Town of Manlius Police Department, who used a similar approach.

Addressing the Problem

In the Town of Manlius, New York, the fatality rate for bicyclists and pedestrians is low; 2 percent or fewer of all crashes involve bicyclists or pedestrians, with only one fatality occurring in the past three years. The police department has seen an increase in those in their community walking and biking to work and the police department is committed to maintaining the low fatality rate and preventing serious injuries and fatalities for these road user groups.

To address this issue head on, the Town of Manlius Police Department (TMPD) has developed policies, plans, training, awareness campaigns, and enforcement efforts not only to educate the citizens of Manlius, but also to enforce the laws to ensure that no pedestrian or bicyclist dies.

Policy and Planning

TMPD developed a general order with a specific focus on pedestrian and bicyclist traffic enforcement. In addition to officers' regular traffic enforcement duties, the Traffic Unit has developed an operations plan entitled "Pedestrian Crosswalk Safety." The plan outlines the problem, details enforcement efforts, and evaluates the results.

Awareness Campaigns

Safety Belt Program. Site surveys on major roadways revealed that Town of Manlius residents rarely wear reflective clothing when they're walking, running, or cycling, even though they often exercise before and after work, when lighting is low. The result—low visibility—increases the risk of collisions involving pedestrians and cyclists. In response, TMPD, in 2013, partnered with the Town of Manlius Police Benevolent Association, the New York State Trooper Foundation, and a local business, Sno Top Ice Cream, to distribute free yellow reflective safety belts to citizens observed walking, running, or biking on or near roads without reflective safety gear.

You Got Caught and Look Who's Wearing a Helmet. In partnership with local businesses and the Onondaga County Bicycle Safety Coalition, TMPD developed two programs in 2013 to encourage children to wear helmets when they're riding their bikes. The first, You Got Caught, empowers officers to stop children under the age of 16 when they're biking without a helmet; officers do not issue citations, but rather hand out

With more people choosing walking and bicycling as healthy and economic transportation options to driving, law enforcement agencies are increasing efforts to foster safer environments for pedestrians and bicyclists.

informational "You Got Caught" pamphlets that contain information for their parents on how to obtain a low- or no-cost bike helmet. The second, Look Who's Wearing a Helmet, is a similar program in which officers stop juveniles who are wearing a helmet and reward them with a coupon for free ice cream at a local ice cream parlor. Together, the programs inform parents and kids, as well as offer incentives for safe behavior.

Open Houses. Several times a year, TMPD hosts open houses for the public at its headquarters. The half-day events, which draw hundreds of visitors from the community, are a platform for raising traffic safety awareness and delivering traffic safety instruction. The open houses include activities such as a safety scavenger hunt and a bicycle obstacle course for children who bring their bicycles and helmets.

Public Outreach

Public Relations. All year long—but especially in summer, when pedestrian and bike traffic are at their highest—TMPD conducts an active public relations campaign to raise awareness about pedestrian and bike safety. Press releases are distributed to local media, who also are granted interviews and ride-alongs. Meanwhile, weekly social media posts help TMPD communicate directly with the walking and bicycling public.

Enforcement

Pedestrian Crosswalk Safety Campaign. In June 2013, TMPD used a Selective Traffic Enforcement Program (STEP) grant to fund 20 hours of overtime that was used for enforcement at crosswalks across the community. During the campaign, officers issued 26 citations, half of which (54 percent) were for crosswalk infractions. Citations were issued not only to motorists, but also to pedestrians and cyclists when they were at fault, ensuring a 360-degree awareness of collision risks.

Results

As part of its pedestrian and bicyclist safety efforts, in 2013, TMPD issued 20 bike helmets, 102 safety belts, and 300 certificates for free ice cream. Together, education and enforcement resulted in a nearly 53 percent reduction in pedestrian- and bicyclist-involved collisions from 2012 to 2013. Collisions are down nearly 28 percent from 2001.

Through education and enforcement efforts, agencies can have an impact on their localized pedestrian and cyclist fatalities and injuries. To learn more about countermeasures an agency can utilize, please visit www.nhtsa.gov and www.nhtsa.gov/nhtsa/everyoneisapedestrian. ❖

Notes:

[1]U.S. Department of Transportation, National Highway Traffic Safety Administration (NHTSA), "Pedestrians," Traffic Safety Facts, 2012 Data, DOT HS 811 888, http://www-nrd.nhtsa.dot.gov/Pubs/811888.pdf (accessed December 1, 2014); U.S. Department of Transportation, NHTSA, "Bicyclists and Other Cyclists," Traffic Safety Facts, 2012 Data, DOT HS 811 018, http://www-nrd.nhtsa.dot.gov/Pubs/812018.pdf (accessed December 1, 2014).

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The Town of Manlius, New York, Police Department is the 2014 Bike/Pedestrian Special Award winner from the National Law Enforcement Challenge. Learn more about the National Law Enforcement Challenge and how to participate at **www.theiacp.org/NLEC**.

The authors thank the Town of Manlius Police Department for participating in the development of this article. Information on the Town of Manlius Police Department's efforts to improve pedestrian, bicyclist, and motorist safety is available from the International Association of Chiefs of Police in *Traffic Safety Innovations*, 2014 (January 2015).

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Line of Duty Deaths

"They will be remembered—not for the way they died, but for how they lived."

The IACP wishes to acknowledge the following officers, who made the ultimate sacrifice for their communities and the people they served. We extend our prayers and deepest sympathies to their families, friends and colleagues.

Investigator Holmes Smith
Clarendon County, South Carolina, Sheriff's Department
Date of Death: November 5, 2014
Length of Service: 19 years

Officer Justin Winebrenner
Akron, Ohio, Police Department
Date of Death: November 16, 2014
Length of Service: 9 years

Sergeant Jeffrey Wayne Greene
Union County, North Carolina, Sheriff's Office
Date of Death: November 19, 2014
Length of Service: 10 years (with agency)

Sergeant Alejandro "Alex" Martinez
Willacy County, Texas, Sheriff's Office
Date of Death: November 21, 2014

Deputy Sheriff Christopher L. Smith
Leon County, Florida, Sheriff's Office
Date of Death: November 22, 2014
Length of Service: 25 years, 11 months

Deputy Sheriff James "Bart" Hart
Elmore County, Alabama, Sheriff's Department
Date of Death: November 23, 2014
Length of Service: 2 years, 6 months (with agency)

Agent Edwin O. Roman-Acevedo
San Juan, Puerto Rico, Police Department
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