

# The PoliceChief

THE PROFESSIONAL VOICE OF LAW ENFORCEMENT

JULY 2015

## Highway Safety

### **Inside:**

**Traffic Incident Management**

**Impact of Marijuana  
Legalization**

**2015 I-95 Challenge**

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Graphic Design and Production

Hassan Aden, James Baker, Dianne Beer-Maxwell,  
Amanda Burstein, John Firman, Brandon Gardner, Sarah  
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Highway and traffic safety is a wide-ranging issue that every law enforcement agency and officer encounter in some form during their career, whether it's during a traffic stop, a major crisis, or an investigation. This issue offers ideas, tools, and examples of highway safety solutions for readers to consider, adapt, or implement in their own agencies as they join IACP in its goal to reduce traffic-related injuries and fatalities of both civilians and officers.

# The Police Chief

JULY 2015

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## P R E S I D E N T ' S M E S S A G E

# Sharing the Positive—Using Stats to Dispel Myths and Clarify Facts

While there will always be critics, we, as law enforcement leaders, must stand strong and united in our effort to dispel myths, clarify facts, and make sure that the true story of law enforcement and our daily mission to protect and serve our communities are being seen and heard. There has been an increased focus on the collection of data in many disciplines, and law enforcement is no exception. Used correctly, data collected by your agency can aid effective internal and external communication.

Politicians, the media, community members, and many others are calling for a more robust collection of specific data, particularly related to officer-involved shootings, use-of-force incidents, arrests and complaints, and calls for service. You and your agency are likely feeling local pressure, and the pressure is mounting on the national level in the United States.

As we continue to work toward transparency and improved communication with our communities, data can play a vital role. Sharing your agency's data will serve to not only increase transparency, but also allow you and your agency to provide accurate information. Your agency likely has numerous statistics that speak to the effectiveness of your officers. Many of your statistics will stand on their own, and others can be used together to show the work that your officers are doing.

Law enforcement leaders should share their agencies' data not only externally, but also internally with officers and staff. If you are collecting and sharing information on the number of arrests, calls for service, complaints and commendations, use-of-force incidents, baseless claims, and claims still under investigation, you will be well positioned to answer any questions from the media, residents, and others in your community. This information will also help your command staff better understand how their daily actions play a role in your agency's mission and ensure your agency is prepared if there is ever a call for the mandatory collection of data on the state or national level.

In addition to collecting and sharing your agency's own statistics, it is important that we work to dispel myths and clarify misconceptions about the law enforcement profession. Given the media coverage, many people believe that police shootings are a common occurrence; however, by sharing your own or national U.S. data, you can show that is actually not the case. Of the more than 18,000 law enforcement agencies in the United States, only 306 have reported a fatal police shooting this year.<sup>1</sup> Oftentimes when you hear about a police-involved

shooting, you hear people say that it could have been prevented. Unfortunately, this is not always the case. While any loss of life is, of course, regrettable, there are times when officers must use lethal force in order to protect themselves and their communities.

As law enforcement executives, you are aware that there is also a public misconception that "unarmed" means non-lethal and non-dangerous. However, this could not be further from the truth. If you take a look at the 2013 *Uniform Crime Report*, it shows that of the 724,149 aggravated assaults reported, 27 percent were committed with only "personal weapons, such as body, fists, or feet."<sup>2</sup>

When discussing statistics about law enforcement shootings, the numbers of individuals carrying a toy gun are often disaggregated from numbers of armed individuals. Unfortunately, from even a short distance, a toy gun cannot be distinguished from a real weapon, and, therefore, it is seen as a viable threat to the officer. As law enforcement leaders, it is important to clarify this so that people are able to understand the full spectrum of challenges that your officers and all law enforcement professionals face.

It is also important that we relay to our communities, and others, the challenges we face. For example, law enforcement officers are being called to take on more responsibilities with less resources and manpower. Responding to individuals who have mental illnesses; are under

the influence of drugs and alcohol; or have anger management issues is challenging. Often, we are not only operating as law enforcement officers, but also assuming the responsibility of social workers and other community support roles.

When speaking of our challenges in responding to calls for service regarding mental health, you can use the following data:

- Approximately one in five adults in the United States (43.7 million or 18.6 percent) experience mental illness in a given year.<sup>3</sup>
- The average delay between onset of symptoms and intervention is 8–10 years.<sup>4</sup>
- Only 41 percent of adults in the United States with a mental health condition received mental health services in the past year.<sup>5</sup>

As law enforcement officers, we know our primary responsibility is protecting citizens; however, given the current climate, we are also now tasked with defending the profession and clarifying our actions. I hope that you and your agency will speak with your communities, politicians, and the media about the good work you are doing, share the data that further support this, and help clarify misconceptions.

Thank you all for your daily service. The work you do is remarkable. Stay safe. ❖

### Notes:

<sup>1</sup>Kimberly Kindy et al., "Fatal Police Shootings in 2015 Approaching 400 Nationwide," *The Washington Post*, May 30, 2015, [http://www.washingtonpost.com/national/fatal-police-shootings-in-2015-approaching-400-nationwide/2015/05/30/d322256a-058e-11e5-a428-c984eb077d4e\\_story.html](http://www.washingtonpost.com/national/fatal-police-shootings-in-2015-approaching-400-nationwide/2015/05/30/d322256a-058e-11e5-a428-c984eb077d4e_story.html) (accessed June 23, 2015).

<sup>2</sup>Federal Bureau of Investigation, *Crime in the United States 2013*, Uniform Crime Report, <https://www.fbi.gov/about-us/cjis/ucr/crime-in-the-u.s/2013/crime-in-the-u.s.-2013> (accessed June 23, 2015).

<sup>3</sup>National Institute of Mental Health, "Prevalence: Any Mental Illness (AMI) Among Adults," <http://www.nimh.nih.gov/health/statistics/prevalence/any-mental-illness-ami-among-adults.shtml#sthash.DnwjzCKk.dpuf> (accessed June 23, 2015).

<sup>4</sup>National Alliance on Mental Illness, *Mental Health Facts: Children & Teens*, <https://www.nami.org/get-attachment/Learn-More/Mental-Health-by-the-Numbers/childrenmhfacts.pdf> (accessed June 23, 2015).

<sup>5</sup>Substance Abuse and Mental Health Services Administration, Center for Behavioral Health Statistics and Quality, *Results from the 2012 National Survey on Drug Use and Health: Mental Health Findings*, [http://www.samhsa.gov/data/sites/default/files/2k12MH\\_Findings/2k12MH\\_Findings/NSDUHmhfr2012.htm#sthash.DnwjzCKk.dpuf](http://www.samhsa.gov/data/sites/default/files/2k12MH_Findings/2k12MH_Findings/NSDUHmhfr2012.htm#sthash.DnwjzCKk.dpuf) (accessed June 23, 2015).



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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 May, *Police Chief* asked our readers what unsafe driving or traffic safety behaviors they saw officers engaging in most often. Here's what you told us.

“As technology progresses faster than we can adjust, we must remain vigilant to the fact that multitasking can put officers in danger while driving or even while stationary. Training and policies must change as we add more technology to their cruisers.”

—Douglas P. Bracy  
Chief of Police  
York Police Department, Maine

“In cars, computers are a great tool for [law enforcement], but are a significant cause for distraction while driving.”

—Kenneth Ball  
Deputy Chief  
Akron Police Department, Ohio

“I have been a driving instructor for years now, and I teach recruits and officers during in-service that speed kills. There are certainly times where we have to arrive quickly, but I see too many officers driving above the speed limit on a routine basis while patrolling.”

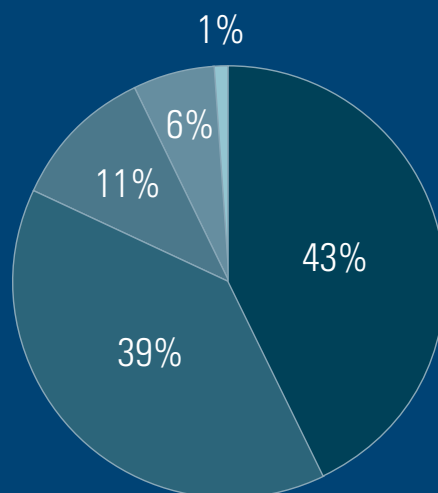
—Jeff Prichard  
Chief of Police  
Graham Police Department, North Carolina

“All are very important, and usually, when tragedy strikes, multiple issues contribute. I feel the one that contributes most often is distracted driving. I would like to say pulling over/parking as traffic incident management is my specialty, but in all the secondary crashes, distracted or drunk driving really is the cause. TIM is the “flu shot” or preventative safeguard against them.”

—Name withheld  
Washington, D.C.

## Most Common Unsafe Driving or Traffic Safety Behaviors

- Distracted Driving
- Speeding
- Not wearing reflective vests/gear during traffic incidents
- Not wearing seat belts
- Pulling over/parking in unsafe locations







## 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](mailto:letters@theiacp.org) and you may see your letter in the magazine!

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**CORRECTION:** A quote regarding work-related stress factors in the May 2015 Dispatch was erroneously attributed to Trooper K. Ousman of the Texas Highway Patrol. In reality, the name of the commenter was unknown.

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## U.S. House Approves DOJ Spending Bill; Funding Slashed for Key Law Enforcement Assistance Programs

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

On June 3, 2015, the U.S. House of Representatives passed a \$51.4 billion Fiscal Year (FY) 2016 Commerce, Justice, Science (CJS), and Related Agencies spending bill (H.R. 2578) as amended by a 242-183 vote. The Obama administration has threatened to veto the legislation, due to funding levels for certain programs and the capping of discretionary funding levels at the budgetary sequester level.

The bill eliminated funding for several important Department of Justice (DOJ) assistance programs for state, local, and tribal law enforcement, including the Community Oriented Policing Services (COPS) Hiring Program, the Paul Coverdell Forensic Science Improvement Grants Program, and funding provided through Title II of the Juvenile Justice and Delinquency Prevention Act (JJDP).

Amendments of interest to the bill that passed include the following:

- An increase to the Edward Byrne Memorial Justice Assistance Grant (Byrne-JAG) program of \$100 million. This now brings the total funding for Byrne-JAG to \$509 million, an increase over the FY 2015-enacted level and the U.S. president's budget request. The congressional intent behind the increase is to assist with the hiring and training of new police officers, an effort to continue to provide funding for the hiring and retention of law enforcement officers following the elimination of the COPS Hiring Program. This amendment was offered by U.S. Representative Dave Reichert (R-WA).
- An increase of \$4 million to address the backlog of sexual assault kits. This brings the total funding in the bill to \$45 million, an increase over the FY 2015-enacted level and the president's budget request. This amendment was offered by U.S. Representative Steve Cohen (D-TN).
- An increase of \$10 million to the new Community Trust Initiative, which is

intended to be used for police body-worn cameras. This amendment was offered by U.S. Representative Joaquin Castro (D-TX).

The spending bill also includes the following restrictions on the use of U.S. federal funds:

- Prohibits federal funds from being used by DOJ or the Federal Bureau of Investigation (FBI) to mandate or request that a person alter a product or a service to permit the electronic surveillance of any user of such product or service.
- Prohibits federal funds from being used to expand new law enforcement certifications under the National Firearms Act.
- Prohibits federal funds from being used by DOJ to prevent a state from implementing its own state laws that authorize the use, distribution, possession, or cultivation of industrial hemp.
- Bars DOJ from using federal funds to interfere with state marijuana laws in 39 states, the District of Columbia, and the territory of Guam.
- Bars federal funds from being used to treat any M855- or SS109-type ammunition as armor-piercing ammunition.
- Prohibits federal funds from being used to operate or disseminate a cell site simulator or IMSI (International Mobile Subscriber Identity) catcher, except pursuant to a court order that identifies an individual, account, address, or personal device.

The U.S. Senate began consideration of its FY 2016 CJS bill in mid-June 2015.

### National Criminal Justice Commission Act Introduced in the U.S. House of Representatives

On May 14, 2015, U.S. Representative Ted Deutch (D-FL) introduced the National Criminal Justice Commission Act of 2015 (H.R. 2330), the House companion measure to S. 1119, which was introduced in April 2015.

The House bill, which mirrors the Senate bill, would create a National Criminal Justice

Commission charged with comprehensively reviewing the U.S. criminal justice system.

The commission would be composed of 14 bipartisan presidential and congressional appointees with experience in law enforcement; criminal justice; national security; prison and jail administration; prisoner reentry; public health; victims' rights; civil liberties; court administration; social services; and state, local, and tribal government.

Following the 18-month review of the criminal justice system, the commission would be tasked with issuing recommendations for federal criminal justice reform to the U.S. president and Congress and disseminating its findings and supplemental guidance to the federal government, as well as to state, local, and tribal governments.

We hope that you will join IACP in actively supporting this important legislation. Please reach out to your U.S. Representatives and Senators and let them know that you support H.R. 2330/S. 1119 and would like them to sign on in support of the National Criminal Justice Commission Act of 2015.

### IACP Meets with Federal Officials to Discuss the Transfer of Equipment to Law Enforcement Agencies

As previously reported by the IACP, in May 2015, an interagency working group, led by the DOJ, U.S. Department of Defense, and U.S. Department of Homeland Security, announced that it will ban or restrict the federal transfer of certain equipment to state, local, and tribal law enforcement agencies.

The IACP recently attended a meeting with the Federal Interagency Law Enforcement Equipment Working Group to discuss "Recommendations Pursuant to Executive Order 13688: Federal Support for Local Law Enforcement Equipment Acquisition."

During that meeting and in subsequent conversations, the IACP has provided feedback and a list of recommendations as the working group continues to discuss the implementation of the working group's recommendations and develops additional policy reforms. ♦



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## Another Save: Sudden Cardiac Arrest during Bomb Squad Training

*By William P. Bozeman, MD, and Jason P. Stopyra, MD, Wake Forest University School of Medicine, Department of Emergency Medicine, Winston-Salem, North Carolina*

John, a 47-year-old veteran officer and experienced bomb technician, was about to have a bad day, though no one, including him, saw it coming. The cool spring air made bomb suits more comfortable than usual, but after 14 minutes in the suits, it was time for the team to take a break. As his teammates started removing his helmet, John's heart fibrillated and the blood stopped flowing to his brain. His struggle to maintain consciousness lasted only a few seconds, and he quickly collapsed and fell forward. He had no pulse—he was clinically dead. This officer had just become one of the more than 400,000 people each year who experience sudden cardiac arrests as the very first (and, tragically, often the very last) manifestation of undiagnosed heart disease.<sup>1</sup>

At first John's teammates thought he had just fainted from the physical stress of being in the bomb suit, but as they removed his helmet, they quickly realized that something was seriously wrong. John was completely unconscious, his skin was dark blue, and he was a dead weight in their arms.

Fortunately, the tactical medic assigned to Bomb Squad training that day was just a few steps away, removing his own bomb suit. Within a minute of John's collapse, the medic, Mike, confirmed the cause as a cardiac arrest and initiated CPR. The officers' training took over, and a flurry of activity ensued. John's teammates provided him with correctly applied continuous chest compressions while fire and EMS (emergency medical services) were called and dispatched to the scene. By the time the engine company arrived with an automatic external defibrillator (AED), Mike had already opened an airway and started an IV. The first of three shocks from the AED was delivered by the fire department personnel just six minutes after John's collapse,

and chest compressions had sustained the blood flow to his heart and brain during that time.

By the time the EMS transport unit arrived, John had regained a pulse. His heart was beating again, though he was still unconscious. At the hospital, the medical team started therapeutic hypothermia to cool John's body enough to protect his brain function. The next two weeks in the hospital were an emotional roller coaster for John, his fiancée, and his family and friends. After John woke from a medically induced coma, it was determined that his brain function was normal. A cardiac catheterization identified the narrowed blood vessel in his heart that had caused the problem, and a stent was placed to keep it open. An implanted defibrillator was placed to immediately treat any future cardiac rhythm problems caused by scar tissue in his heart.<sup>2</sup>

### Lessons Learned, Changes Made

A lot of things went right the day John collapsed. He was in the right company to improve his chances of surviving a sudden cardiac arrest; the quick actions, composure, and intervention of John's teammates saved his life. Immediate recognition of the problem and immediate (and continuous) chest compressions were the most important factors in his ultimate survival and recovery. The rapid availability of an AED to deliver shocks to restart his heart was also crucial to his survival. The whole series of expert, state-of-the-art treatments that took place downstream in the hospital, from therapeutic hypothermia to cardiac catheterization and stenting to the placement of an implanted defibrillator, all contributed to a positive outcome in a situation that could have turned tragic.

It was a rocky road, but John is now fully recovered and back on duty. Fortunately, his previously silent heart disease was successfully treated; however, earlier recognition could have prevented the traumatic circumstances that revealed it. Regular, routine, full preventative evaluations by officers' primary care providers are critical. Screening exams provide the opportunity to identify dangerous hidden diseases or

precursors to medical issues. The exams also provide medical providers with opportunities to counsel officers to change habits that increase their risk of sudden death.

John's experience, dangerous as it was, provided an opportunity for his agency—Winston-Salem, North Carolina, Police Department (PD)—to save the life of one of its own. It also provided a wake-up call for both the police department and the EMS system to improve their capabilities and partnership.

This incident illustrates that medical crises can be as much of a threat to police officers as external violence. Recent research has shown that dozens of U.S. law enforcement officers die each year due to sudden cardiac arrest and that officers involved in physical training, pursuit, or restraint and physical altercations have a 25 to 40 percent increased risk of suffering a sudden cardiac arrest.<sup>3</sup> These tragedies happen during SWAT, bomb, and other specialty team trainings, as well as firearms training and during regular daily duties. Heart disease is often perceived to affect only older people, but, alarmingly, many of the victims are less than 50 years old. Increased awareness of this threat has led to the implementation of important wellness initiatives in many agencies, but officers must also be prepared to respond quickly and decisively when these events inevitably occur.<sup>4</sup> CPR training, AED availability, and well-developed partnerships with EMS are all important officer safety considerations for law enforcement agencies.

The lessons learned from this event have led to several improvements in the Winston-Salem Police Department and its EMS partners.

**Increased medical support.** At Winston-Salem PD, tactical medics are now present at all SWAT and bomb training events, as well as at call outs to help address any external or internal threats faced by officers.

**Rapid availability of an AED.** This device can be lifesaving, and, with proper training, anyone can use one, not just medics. To improve availability and reduce time between the incident and AED shocks, units have been placed at the public safety building and at the firearms



range. Each tactical medic is now issued an AED with the medical gear, so one will always be on-scene for high-risk and high-stress training events and call outs.

**Lifesaving training.** Bomb team members and SWAT officers at Winston-Salem PD already receive officer survival training in Self Aid/Buddy Aid (SABA). This lifesaving training teaches the well-accepted principles of tactical emergency casualty care and emphasizes early tourniquet use and hemorrhage control in high-threat situations. CPR and AED use are now taught and refreshed annually, as well. The American Heart Association has a training module that teaches both of these in less than one hour—including practice time—that is ideal for in-service training.<sup>5</sup> Expert tactical medics assist the law enforcement training staff on these topics, expanding the partnership between law enforcement and EMS.

While bomb team members and SWAT officers are often thought to be at the highest risk, traumatic injuries and sudden medical crises are threats that all officers may experience. Plans are in place to expand both CPR/AED training and SABA training agency-wide. This will provide crucial skills that will help officers save their own lives or the lives of their fellow officers, and it will have collateral benefits for the whole community. An hour or two of annual training on these topics is invaluable and reaps significant rewards.

## The Bottom Line

Don't wait for a tragedy or near-tragedy to make these changes and address the deadly threat of sudden cardiac arrest or another unexpected medical emergency. Take the following steps to prevent a crisis from becoming a tragedy:

- Ensure that all officers are trained in the use of CPR and AED, as well as SABA.
- Make tourniquets part of standard agency gear and place AEDs where they are most likely to be needed and can be easily accessed.
- Establish a good working partnership with the local EMS agency and consider including tactical medics as part of tactical and bomb teams.

These steps require little time and investment, but they can make all the difference. The life a trained, prepared officer saves might be that of his brother or sister in blue. ♦

Dr. William Bozeman and Dr. Jason Stopyra are both emergency physicians, EMS medical directors, and SWAT team physicians. They are faculty members at Wake Forest University School of Medicine in North Carolina.

## Notes:

<sup>1</sup>Alan S. Go et al., on behalf of the American Heart Association Statistics Committee and Stroke Statistics Subcommittee, "Heart Disease and Stroke Statistics—2014 Update: A Report from the American Heart Association," *Circulation* 129, no. 3 (January 2014): e28–e92, <http://circ.ahajournals.org/content/129/3/e28.full.pdf> (accessed May 21, 2015).

<sup>2</sup>Names of officers changed for confidentiality reasons; personal conversation with Dr. Bozeman.

<sup>3</sup>Vasileia Varvarigou et al., "Law Enforcement Duties and Sudden Cardiac Death among Police Officers in United States: Case Distribution Study," *British Medical Journal* (November 2014): 349, <http://www.bmj.com/content/349/bmj.g6534> (accessed May 21, 2015).

<sup>4</sup>Kevin Johnson, "Heart Attacks a Rising Deadly Weapon among Cops," *USA Today*, July 29, 2013, <http://www.usatoday.com/story/news/nation/2013/07/28/heart-attack-law-enforcement-officers-deaths/2586077> (accessed May 21, 2015).

<sup>5</sup>American Heart Association, "2011 Family & Friends CPR Classroom Course Frequently Asked Questions (FAQs)," [http://www.heart.org/idc/groups/heart-public/@wcm/@ecc/documents/downloadable/ucm\\_428206.pdf](http://www.heart.org/idc/groups/heart-public/@wcm/@ecc/documents/downloadable/ucm_428206.pdf) (accessed January 6, 2015).

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

## The Houston Police Department Eyewitness Identification Experiment

*By William Wells, PhD, Professor, Sam Houston State University, Texas; Lori Bender, Captain, Houston, Texas, Police Department; and Stephen Morrison, PhD, Sergeant, Houston, Texas, Police Department*

Research has established that eyewitnesses make mistakes, and this fact, along with other significant factors, plays a role in erroneous convictions. The relationship between eyewitness mistakes and erroneous convictions, along with decades of research on factors related to eyewitness mistakes, has focused attention on the methods police use to collect eyewitness evidence. Studies have identified specific procedures that can improve the collection of this evidence and have spawned reforms. Among the most controversial reforms is the call for police to use sequential methods of presenting photos (i.e., showing one photo at a time). After many years of research suggesting that the sequential method protects against the identification of innocent people, recent research findings and interpretations of evidence cast doubt about whether the sequential method is superior. In 2010, Houston, Texas, Police Department (HPD) leaders began exploring options for testing different methods of administering photo spreads with the goal of identifying best practices that could be put into policy.

### Research Background

Research is changing the way eyewitness evidence is collected and represents evidence-based policing in action. This body of research has been primarily conducted in controlled laboratory settings because these designs offer numerous advantages: many variables can be controlled and researchers can be certain about whether the perpetrator or an innocent individual is selected. Yet a lack of research with

actual witnesses and investigators has generated concern about the degree to which laboratory settings capture real-life variables and processes. The study described here contributes new information consistent with this call for more evidence.

### The Experiment

After a period of time devoted to determining how data should be collected, HPD committed to conducting a randomized experiment. In 2012, HPD partnered with Sam Houston State University to conduct the experiment, and, after six months of planning, data collection started at the end of January 2013 and ended in December 2013. In total, the study produced data from 1,096 identification procedures. The experiment tested four methods of presenting photo spreads.

- **Blind Sequential:** suspect identity and position in the photo spread are not known to investigator; the witness is shown one photo at a time.
- **Blinded Sequential:** suspect identity is known by the investigator administering the photo spread, but not the suspect's position in the photo spread; the witness is shown one photo at a time.
- **Blind Simultaneous:** suspect identity and position in the photo spread are not known to the investigator; the witness is shown all photos at the same time on a single sheet of paper.
- **Blinded Simultaneous:** suspect identity is known by the investigator administering the photo spread, but not the suspect's position in the photo spread; the witness is shown all the photos at the same time on a single sheet of paper.

The dependent variable measured the selection results of photo spreads: no selection, suspect selection, and filler selection.

The experiment was confined to robbery investigations for two primary reasons. First, experience has shown that robbery investigators conduct many identification procedures

and the investigative division would produce a sufficient sample size. Second, carrying out a randomized experiment is complicated and including other investigative divisions would introduce complexities that might undermine the experiment's validity. A randomized design was used because this method is ideally suited for isolating the effects of different photo spread methods on selection outcomes. At the end of each identification procedure, investigators and witnesses completed surveys to provide relevant data for analysis.

Robbery investigators could no longer use discretion when deciding which photo spread method to use, so investigators received additional training on experimental protocols and the identification procedures. It was critical to the experiment that investigators followed protocols and completed a survey after each identification procedure.

In order to prepare for these challenges, frequent planning meetings with Robbery Division personnel of all ranks were held. Buy-in was obtained through regular meetings and open discussions. Small group training sessions were held to demonstrate and discuss the procedures, and a small handbook explaining the procedures in detail was provided to investigators.

### Results

HPD wanted to determine the best practices for eyewitness identification to use during investigations. The pattern of results show that the four methods performed in very similar ways. One of the simultaneous procedures was associated with increased chances of a "no selection" result, but no one method stood apart in terms of suspect and filler identification rates (there was no statistically significant difference between the methods). Only cases that followed protocol and utilized photo spreads were counted. There were 98 cases in the blinded simultaneous group, 121 in the blinded sequential group, 116 in the blind simultaneous group, and 103 in the blind sequential group.



# 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.*

## IACP Law Enforcement Cyber Center

On May 18, 2015, the IACP officially launched the Law Enforcement Cyber Center at the 39th Annual Law Enforcement Information Management (LEIM) Conference in San Diego, California. The Center focuses on information sharing, especially in the categories of cybercrime investigation, digital forensics, and information systems security. In line with its goal to educate and increase both prevention and response to cyber threats and crimes, the Center provides support through a variety of resources for chiefs, investigators, line officers, and prosecutors. The Center also connects users to existing tools and resources offered by partner organizations worldwide and helps guide the development of new solutions where needed.

These patterns of results mean that HPD personnel must consider other factors when deciding which procedure to adopt. Police data can help expand the existing knowledge base that is being used to shape reforms. A significant finding is that methods tested perform similarly in terms of suspect and filler selection rates. Continued exploration of data collected from investigations will likely provide information agencies can use when evaluating reforms.

The study promotes the idea that police agencies can become actively involved in research that will contribute to this field of study. Results are consistent with recent interpretations of existing evidence that suggest there are not substantial differences between simultaneous and sequential methods in terms of filler and suspect identifications. Specifically, a 2014 National Academy of Sciences' report does not recommend one method over another.<sup>1</sup>

## Action Items

- Agencies should have a clear policy on eyewitness evidence collection and review it on a regular basis.
- Investigators and street officers should be trained on the proper collection of eyewitness evidence in accordance with the agency's policy and practices. ♦

## Note:

<sup>1</sup>National Academies of Science, *Identifying the Culprit: Assessing Eyewitness Identification* (Washington, D.C.: National Academies Press, 2014).

The Center is the result of partnerships with the Bureau of Justice Assistance, RAND Corporation, and the Police Executive Research Forum (PERF), funded by the Program Manager, Information Sharing Environment.

To learn more, visit the new resource at [www.iacpcybercenter.org](http://www.iacpcybercenter.org) or contact Sarah Guy at 703-647-7226 or [guy@theiacp.org](mailto:guy@theiacp.org).

## IACP-DuPont Kevlar Survivors' Club

The IACP is proud to once again work with the professionals at DuPont with a renewed effort for the IACP-DuPont Kevlar Survivors' Club. DuPont is celebrating 50 years of Kevlar through its Dare Bigger campaign. The IACP is proud to be a contributing partner in this campaign.

Through the years, the IACP-DuPont Survivors' Club has recognized thousands of officers who were saved by wearing personal body armor. This recognition and other outreach efforts have led to an increased awareness by officers of the importance of wearing personal body armor on a daily basis. As we become more aware of the widespread threats that officers face, it is crucial that we continue to focus on officer safety. DuPont remains a committed partner to IACP's Center for Officer Safety and Wellness. This year, the Survivors' Club has already recognized several individuals who have been saved by the use of personal body armor; for their stories, see the *Survivors' Club Newsletter*.

Those who wish to join must be nominated through the completion of the assault/accident application filled out by the surviving officer's chief or supervisor. If accepted, new Survivors' Club members receive a membership plaque, lapel pin, and a one-year subscription to *Police Chief*.

For more information about the program, or if you or someone you know has been saved by a vest, please visit [www.theiacp.org/survivorsclub](http://www.theiacp.org/survivorsclub).

## National Law Enforcement Leadership Initiative on Violence Against Women: Training and Technical Assistance to Address Violence Against Women

The crimes of domestic violence, stalking, and sexual assault are complex and warrant the full attention of law enforcement and the criminal justice system. The IACP recognizes the need for effective, comprehensive training and resources to increase the ability of departments to thoroughly address these crimes. The IACP's National Law Enforcement

Leadership Initiative on Violence Against Women project, with the support of the Department of Justice, Office on Violence Against Women (OVW), provides materials, training, and technical assistance to law enforcement agencies to strengthen their overall efforts to effectively respond to and investigate crimes of sexual assault, domestic violence, and stalking.

The Leadership Initiative provides

- **Roll Call Training Videos** on sexual assault investigations and response to human trafficking to strengthen understanding of and response to these crimes
- **Investigative Guidelines** to support agency members' responses to and investigations of the crime of sexual assault, as well as the creation of more comprehensive reports
- **Executive Guide** to provide department leaders with details to address sexual offenses and misconduct by law enforcement and promote training, guidance, and clear communication of expectations
- **Leadership Institute and First-Line Supervisor Training** to provide a dynamic forum for law enforcement to identify promising practices and identify strategies to improve its ability to meet the needs of victims and to hold offenders accountable
- **On-Site Training and Technical Assistance** to help law enforcement agencies and partners increase their ability to respond to victims of violence against women crimes by providing tailored presentations and training curricula and assisting with development of department tools and implementation of efforts
- **Trauma-Informed Sexual Assault Investigation Training** to equip law enforcement with a stronger understanding of sexual assault through material centered on the neurobiological impact of trauma and how traumatic experiences impact victims' memories, reactions, and behaviors and to identify strategies to strengthen officer interviews and report writing. ♦

Visit [www.theiacp.org/Violence-Against-Women](http://www.theiacp.org/Violence-Against-Women) for more information or contact Michael Rizzo at [rizzo@theiacp.org](mailto:rizzo@theiacp.org) or 1-800-THE IACP ext. 818.

## To Sniff or Not to Sniff: Conducting Dog Sniffs during Routine Traffic Stops

By Eric R. Atstupenas, Esq.,  
Attorney, Walpole, Massachusetts

To take some creative freedom with respect to Shakespeare's oft-quoted line from *Hamlet*, "To sniff or not to sniff, that is the question." This is particularly true in the context of conducting dog sniffs during routine traffic stops. The recent decision issued by the U.S. Supreme Court in *Rodriguez v. United States* makes it imperative to consider the following question: When is it lawful to use dog sniffs during the course of a routine traffic stop? The answer can be found in both the recent *Rodriguez* decision and the 2005 decision in *Illinois v. Caballes*.<sup>2</sup>

### The Caballes Decision

The *Caballes* case involved a motor vehicle stop by a trooper for a speeding infraction. Shortly after the stop was radioed in, a K-9 officer arrived on scene. While the trooper was writing the warning for the speed infraction, the K-9 officer walked the dog around the driver's vehicle, and the dog alerted at the trunk. A search revealed marijuana in the trunk of the driver's vehicle, and he was subsequently arrested.<sup>3</sup>

In the *Caballes* case, the U.S. Supreme Court considered the issue of whether "the Fourth Amendment requires reasonable, articulable suspicion to justify using a drug-detection dog to sniff a vehicle during a legitimate traffic stop."<sup>4</sup>

Keeping in line with its prior decisions, the court recognized that, unlike the use of a thermal-imaging device to detect the growth of marijuana in a home, "the use of a well-trained narcotics-detection dog," that

"does not expose noncontraband items that otherwise would remain hidden from public view" during a routine traffic stop does not breach legitimate privacy interests.<sup>5</sup> Therefore, the court upheld the dog sniff and resulting search of the driver's trunk, ruling that the Fourth Amendment is not violated by the use of a dog sniff during the course of a routine traffic stop, provided the stop is not "prolonged beyond the time reasonably required to complete [its] mission."<sup>6</sup>

### The Rodriguez Decision

The U.S. Supreme Court expounded upon the *Caballes* decision in its most recent case related to the use of drug-detection dogs during traffic stops. In the *Rodriguez* case, the court ruled that "a police stop exceeding the time needed to handle the matter for which the stop was made violates the Constitution's shield against unreasonable seizures." The court warned that an otherwise lawful stop for a traffic violation may become unlawful "if it is prolonged beyond the time reasonably required" to complete the mission of the stop.<sup>7</sup>

This case involved a motor vehicle stop by a K-9 officer who observed the driver veer onto the shoulder of the road. When asked why he had veered onto the shoulder, the driver responded that he was trying to avoid a pothole. The driver produced his license, registration, and proof of insurance, as requested, and the passenger also produced his license and answered the officer's questions. The officer issued a written warning to the driver, returned the requested documents to the occupants, and explained the warning. The officer then asked permission to walk his dog around the vehicle. The driver

refused. The driver was instructed to turn off the motor vehicle's engine, exit the vehicle, and wait in front of the cruiser until a second officer arrived. After a second unit arrived, the officer then led the dog around the vehicle, and the dog alerted to the presence of drugs. A subsequent search revealed a large bag of methamphetamine. Approximately seven or eight minutes elapsed between the time the warning was issued and the dog sniff was conducted.<sup>8</sup>

Interestingly enough, the district court and the Eighth Circuit Court upheld the dog sniff on the ground that, although there was no reasonable suspicion to conduct the sniff, the extension of the stop by seven or eight minutes was only a *de minimis* intrusion of the driver's Fourth Amendment rights, and, therefore, was permissible.<sup>9</sup>

The U.S. Supreme Court echoed its ruling in *Caballes*—a dog sniff conducted during a lawful routine traffic stop does not violate the Fourth Amendment, as long as it does not lengthen the roadside detention beyond the time reasonably required to complete the mission.<sup>10</sup> During the course of the stop, an officer may, of course, do other things that are incidental to the traffic stop (e.g., check the driver's license, determine whether there are outstanding warrants, and inspect the vehicle's registration and proof of insurance). However, the court advised that conducting a dog sniff is not an ordinary incident of a traffic stop; instead, it is "a measure aimed at 'detect[ing] evidence of ordinary criminal wrongdoing.'"<sup>11</sup> The use of the dog in this case was considered a violation of the Fourth Amendment because it extended the traffic stop beyond the time reasonably required to complete the mission (i.e., issue the warning).



## Recommendations

As a result, the following recommendations regarding the use of drug-detection dogs during traffic stops can be made based on these two decisions by the U.S. Supreme Court:

1. If, during the course of a traffic stop, officers obtain reasonable suspicion to believe that there is an illegal substance in the vehicle that the dog is trained to detect, then the duration of the traffic stop may be extended to conduct the sniff.
2. If, during the course of a traffic stop, officers do not have reasonable suspicion to believe that there is an illegal substance in the vehicle that the dog is trained to detect, then a dog sniff may be conducted only if the traffic stop is not extended beyond the time reasonably required to complete the purpose of the stop. For instance, if a K-9 officer is the one conducting the stop and no other officer is present, any dog sniff should be done during the time it takes to run the driver's information and record. Taking the time to do so during any other occasion, when the officer should be actively working toward completing the mission of the stop, could be construed as a Fourth Amendment violation.
3. Some officers have reasoned in the past that they can incrementally prolong the stop to conduct a dog sniff as long as the officer is reasonably diligent in pursuing the traffic-related purpose of the stop, and as long as the overall duration of the stop is reasonable in relation to other, similar stops. The U.S. Supreme Court has flatly rejected this argument, stating that officers are not entitled to quickly complete the purpose of the stop so that they can use the "extra time" to conduct a dog sniff. As a result, officers should be instructed that in a normal traffic stop environment, the stop must not be prolonged beyond the time reasonably required to effectuate the purpose of the stop. The use of the term "reasonably" means that this determination will be a subjective one, so officers should also be instructed to not make the stop last longer solely to conduct a dog sniff.

Undoubtedly, police dogs have proved invaluable in detecting drugs and explosives, locating perpetrators, and providing law enforcement officers with added protection in dealing with dangerous individuals. The use of dogs by law enforcement has resulted in finding evidence that would otherwise remain hidden and convicting those who would otherwise remain at large. However, regardless of the utility of police dogs, they, too, are bound by the Fourth Amendment, and evidence

unveiled by them can be suppressed when the appropriate procedures are not followed. As a result, it is crucial for law enforcement agencies to adopt policies consistent with and conduct training on the above recommendations in order to ensure that vital evidence is not unnecessarily lost to the Fourth Amendment's exclusionary rule. ♦

### Notes:

<sup>1</sup>Rodriguez v. United States, 575 U.S. \_\_\_\_ (2015).

<sup>2</sup>Illinois v. Caballes, 543 U.S. 405, 125 S. Ct. 834 (2005).

<sup>3</sup>Caballes, 543 U.S. at 406.

<sup>4</sup>Id. at 407.

<sup>5</sup>Id. at 409, citing *United States v. Place*, 462 U.S. 696 (1983); see *Kyllo v. United States*, 533 U.S. 27, 121 S. Ct. 2038 (2001).

<sup>6</sup>Caballes, 543 U.S. at 407.

<sup>7</sup>Rodriguez, 575 U.S. at \_\_\_\_.

<sup>8</sup>Id.

<sup>9</sup>Id.

<sup>10</sup>Id., citing *Caballes*, 543 U.S. 405.

<sup>11</sup>Id., citing *Indianapolis v. Edmond*, 531 U.S. 32, 40-41 (2000).



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## NHTSA and Law Enforcement Partner to Save Lives Every Day

The National Highway Traffic Safety Administration's (NHTSA's) mission is simple: prevent the crashes that kill and injure thousands of individuals in the United States every year. Just as law enforcement officers are driven to prevent the tragedies they've seen on the job, we're driven by the 32,719 lives lost on U.S. roads in 2013.<sup>1</sup>

That's only one connection NHTSA shares with law enforcement; there are many others. We are close partners on high-visibility enforcement campaigns that have become household terms, such as Click It or Ticket, Drive Sober or Get Pulled Over, and U Drive. U Text. U Pay. These targeted enforcement efforts have a real impact on driver behavior; therefore, we know they save lives.

The combined efforts of NHTSA and law enforcement go beyond even those important campaigns. NHTSA works with the International Association of Chiefs of Police (IACP) and police agencies to give officers the tools and knowledge to keep U.S. roads safe every day. We are updating our training programs, such as the Standard Field Sobriety Testing course, and enhancing other initiatives to fight impaired driving. We are also partnered with the U.S. Department of Justice and the National Institute of Justice to help police agencies use location-based traffic and crime data to focus enforcement efforts in high-risk locations through the Data-Driven Approaches to Crime and Traffic Safety Program (DDACTS). As of June 2015, NHTSA has helped train nearly 2,500 officers from more than 630 police agencies across the country through DDACTS.

NHTSA and law enforcement have combined efforts to counteract another deadly factor on our roadways: excessive speed. We see the tragic consequences of speeding in our data—excessive speed has consistently been a factor in about one-third of U.S. fatal traffic crashes each year for more than a decade. NHTSA works to support enforcement efforts around the United States that are essential to lowering those numbers and helps states and police agencies understand the need for speed limits based on established and appropriate engineering criteria.

We also share another important connection: put simply, we care about each other. Officers care about our mission of preventing crashes and saving lives, and we see that shared concern every day. Everyone at NHTSA is deeply appreciative of the time and dedication law enforcement officers bring to the task of roadway safety. That kind of commitment is inspiring. It is also one of the reasons we are working so hard to fight traffic fatalities among law enforcement officers. NHTSA's mission includes helping to keep all of you safe on the roadways.

In 2014, 48 officers in the United States lost their lives on the roads while on duty.<sup>2</sup> It is a tragic irony that many members of the police agencies that are instrumental in encouraging seat belt use die in crashes when they're unbelted. We're working with law enforcement agencies around the United States to develop strong safety policies and practices to protect officers' lives. And we're working with IACP and other partners to implement a U.S.

campaign to raise awareness of the "move over" laws that now protect officers in every state during traffic stops. In December, we released a media toolkit that local and state-level agencies can use to help promote understanding of move over laws.

NHTSA's relationship with law enforcement is a critical part of our work, helping us to deliver on our lifesaving mission every day. But it's also very personal for me. My father was a San Francisco, California, motorcycle officer who lost his life in the line of duty; while he was pursuing a vehicle, another motorist ran a stop sign. I am keenly aware of the sacrifices that officers and their families make every day to keep all of us safe. That personal connection only heightens my enthusiasm for the work we do at NHTSA, where cooperation with and appreciation for law enforcement officers are part of the agency's DNA. Whether you are patrolling the highways, working on vital enforcement efforts, helping target those enforcement efforts that can save the most lives, or helping policy makers make informed choices for safety, all of us at NHTSA are immensely grateful and thank you for the work law enforcement officers do every day. ❖



*Mark R. Rosekind, PhD,  
Administrator, National Highway  
Traffic Safety Administration*

### Move Over Toolkit

NHTSA's media toolkit designed to help local and state police agencies raise awareness and promote understanding of move over laws can be accessed online at [www.trafficsafetymarketing.gov/MoveOver](http://www.trafficsafetymarketing.gov/MoveOver).

### Notes:

<sup>1</sup>National Highway Traffic Safety Administration, 2013 *Motor Vehicle Crashes: Overview*, Traffic Safety Facts: Research Note, December 2014, <http://www-nrd.nhtsa.dot.gov/Pubs/812101.pdf> (accessed May 21, 2015).

<sup>2</sup>National Law Enforcement Officer Memorial Fund, "Causes of Law Enforcement Deaths," Facts & Figures, <http://www.nleomf.org/facts/officer-fatalities-data/causes.html> (accessed May 21, 2015).



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# Traffic Incident Management: The Next Evolution in Officer Safety

**By James E. McGuffin Jr., Lieutenant Colonel, Highway Patrol Division, Arizona Department of Public Safety, and Jeffrey A. King, Federal Highway Administration Public Safety Liaison, Traffic Incident and Event Management Team, Office of Operations, Captain (Ret.), Arizona Department of Public Safety**

If an agency member conducting a traffic collision investigation was forced to jump over a guardrail, upon a median wall, or onto a sidewalk to avoid being struck by an oncoming vehicle, would the chief be notified? What if a cruiser parked at a traffic incident, collision, or traffic stop had its left side mirror struck by a passing vehicle; would that information make it to the command desk? The likely answer probably depends on the size of the agency. But take those same two scenarios, change the timing and the vehicle placement just slightly, and the outcome often becomes tragic.

An officer who has no warning of an approaching vehicle and, thus, no ability to quickly react and escape now finds himself

or herself in the direct path of a 4,000-pound (or greater) projectile. In the case of a traffic stop, if the approaching vehicle is 12 inches to the right and the trooper, deputy, or officer is in the cruiser or alongside the violator vehicle, the chance for severe injury or death is greatly increased. Too often, there is no time to move or the approaching vehicle is a foot to the right, and tragedy, in the form of significant, career-ending injury or death, devastates families and agencies. If the seconds or inches are not in the officer's favor, what could have been a minor replacement of a left side mirror may become a permanently engraved name on an officer memorial.

Law enforcement officers whose primary or occasional functions involve any form of traffic enforcement or collision investigation are continually exposed to a very real officer safety risk. These hazards are not confined to state highways; they are also very real dangers for officers who work for municipal police departments and sheriff's offices. Parking a police cruiser or addressing an incident that places the officer on a street or highway with moving traffic is a very dangerous activity faced by officers everywhere. The statistics in Figure 1, which are based on data from the *Officer Down* website, represent line-of-duty deaths (LODDs) in the United States across the last four years (2011–2014).<sup>1</sup>

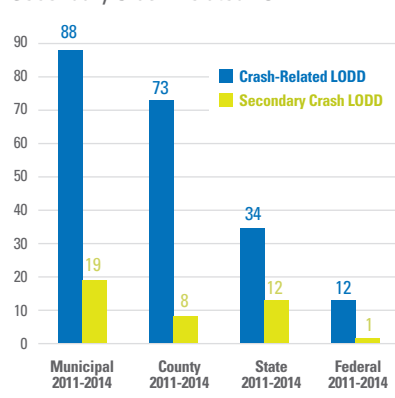
While the number of secondary collision deaths are a relatively small percentage of the total number of LODDs, it is important to consider that those secondary collisions involving law enforcement that do not result in death can result in a variety of outcomes, including the possibility of catastrophic, career-ending injuries.

Chiefs of police and command-level officers have likely experienced an evolution of officer safety tactics and equipment enhancements during their careers. Perhaps they carried a revolver when first hired and have since transitioned to a semi-automatic handgun. Maybe body armor was not commonly worn in their early years of policing, but is much more prevalent today. These tactics and equipment evolved over time because law enforcement professionals learned there was a better way that enhanced safety for officers. Similarly, officers may have been taught at academy to make traffic-side approaches when conducting traffic stops, but there is a better way to manage collisions, traffic stops, and any incident that places responders in or near a roadway and, subsequently, in harm's way. Traffic Incident Management (TIM) represents an evolution in officer safety.

## Traffic Incident Management

While law enforcement traffic-related functions are inherently dangerous, many of the risks can be mitigated through TIM policies and procedures. The Federal Highway Administration (FHWA) defines TIM as, "a planned and coordinated multidisciplinary process to detect, respond to, and clear traffic incidents so that traffic flow may be restored as safely and quickly as possible."<sup>2</sup> TIM also includes strategies to enhance safety when an obstruction, such as a roadway-blocking collision, can't immediately be removed from the roadway. The foundation of TIM is the concept that the less time a roadway is blocked or a distraction is present, the smaller the chance of a secondary collision, which are collisions that occur as a result of an initial collision or other form of roadway obstruction or distraction. When roadway obstructions or distractions occur, the overall speed

**Figure 1**  
Law Enforcement Line of Duty Deaths  
2011-2014, Crash-Related LODD vs.  
Secondary Crash-Related LODD





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## IACP's Involvement in Reducing Secondary Collisions

For many years, the International Association of Chiefs of Police (IACP) and other organizations have been researching strategies to reduce the risk of struck-by incidents. Following a string of tragic secondary collisions involving police vehicles being rear-ended and catching fire, the Arizona Crown Victoria Police Interceptor Blue Ribbon Panel was formed in June 2002.\* The Blue Ribbon Panel was a joint effort between the Arizona Attorney General's Office and the Ford Motor Company created to improve police officer safety. The IACP Highway Safety Committee formed the Law Enforcement Stops and Safety Subcommittee (LESSS) to take over where the Blue Ribbon Panel left off. In 2004, IACP published the subcommittee's report listing strategies addressing vehicle configuration and placement, driver and pedestrian positions, and roadway environment.† Like the Blue Ribbon Panel, the committee's findings were based primarily on historical data collected from struck-by incidents, as well as computer simulations. The committee's name has evolved into the Traffic Officer Safety Subcommittee (TOSS), and its important work continues today. While many positive outcomes came as a result of the Blue Ribbon Panel and LESSS, one deficiency that was noted was the unavailability of a common data set for analysis of these types of collisions.

### Notes:

\*Arizona Department of Public Safety, *Police Practices Survey: Final Report* (Phoenix, AZ: Arizona DPS, Research & Planning, September 2003), [http://www.azdps.gov/About/Reports/docs/Police\\_Practices\\_Survey\\_Report\\_2003.pdf](http://www.azdps.gov/About/Reports/docs/Police_Practices_Survey_Report_2003.pdf) (accessed May 11, 2015).

†International Association of Chiefs of Police, Highway Safety Committee, Law Enforcement Stops and Safety Subcommittee, *Staff Study 2004* (Alexandria, VA: 2004), <http://www.theiacp.org/portals/0/pdfs/LESSSManualScreenQuality.pdf> (accessed May 11, 2015).

of traffic is typically slowed or stopped. Motorists approaching this group of slowed or stopped vehicles, commonly referred to as a traffic "queue," are often not prepared for the suddenly slowed or stopped traffic and secondary collisions result. These secondary collisions can be more severe than the initial collision or obstruction. Officers parked or standing on or near traveled portions of the roadway are also dangerously susceptible to "struck-by" incidents, which are also classified as secondary collisions.<sup>3</sup>

### TIM Strategies

There are a variety of strategies that make up an effective TIM program. The more time an agency spends practicing TIM concepts, the more efficiencies and strategies can be incorporated into the agency's TIM program. Learning from other agencies' success stories and listening to member input can create an atmosphere of continual improvement in a TIM program. As a starting point, several of the basic concepts of an efficient and effective TIM program follow.

#### Quick Clearance

First and foremost, leaders should start with the premise that the most effective way to prevent secondary collisions and struck-by incidents is to quickly remove collisions or other obstructions from the roadway. This action seems simple in concept, and it is simple in many situations. Agencies should question whether an officer should be exposed to traffic to investigate a property damage-only collision. Should an officer continue to allow a roadway obstruction, such as a disabled vehicle, to remain when the officer could use his or her vehicle to push or pull the vehicle from the traveled portion of the roadway and wait for a tow or service truck in a safer location? These questions begin with the concept that if the roadway is not obstructed, the chance for a secondary collision, to include struck-by incidents, diminishes or goes away completely.

Quick clearance most often refers to obstructions that are already on a roadway, but what about the obstructions and distractions created by law enforcement? Thousands of times a day, in every state, officers are engaged in traffic enforcement—a very necessary tool in traffic and public safety. But just because the motorist is using a roadway when the traffic stop occurs, does not mean the contact must remain there and place the officer and motorist in jeopardy for the duration of the stop. An effective strategy can be to relocate traffic stops, when possible, to locations that may provide for safer interaction and remove the distraction for other motorists. Simply directing a driver to move their vehicle into a parking lot adjacent to the roadway, onto

a wide shoulder away from the travel lanes, or off the freeway and onto a wide shoulder of a ramp or frontage road can be the difference between life or death. It is important to consider that a traffic stop moved to a frontage road may be safer than a traffic stop on an interstate due to the reduced speed of passing vehicles; however, danger does still exist. Relocating traffic stops or collision investigations should always benefit the officer and involved motorist by providing a safer location away from traffic.

Quick clearance may not always be an option; sometimes collisions or other roadway obstructions are not easily removed from lanes of travel. Vehicle collisions that result in severe injury or possible criminal charges will likely necessitate a more thorough investigation, including a methodical collection of evidence and technical measurements of the scene. While quick clearance may not be an option in these situations, other TIM strategies can be applied to make these scenes safer.

#### Creating a Safe Zone

Protecting the scene of a collision or other obstruction includes positioning emergency vehicles in a manner that protects both responders and the scene. Many responders from different disciplines may be needed at the scene, and each of these responders need a work space that is free of hazards from approaching traffic. The current practice is to take a "lane plus one," referring to the traffic lane where the obstruction exists and an additional, adjacent lane for responder movement, tools, medical treatment, and other needs. Fire vehicles, especially large trucks, are an effective way to provide protection for this safe zone.

Initial responders to the scene generally park immediately "upstream" from the scene (on the traffic approach side), leaving limited options for large fire trucks to position. In the past, this has caused conflicts as fire personnel arrive and try to position their vehicles in a location that grants access to their equipment and creates a protective block. Vehicle crowding at the scene often causes additional lanes to be blocked beyond the "lane plus one." To alleviate this issue, responders who arrive first should consider providing sufficient space upstream from the incident to allow fire or other large vehicles to block and protect the scene when they arrive. Secondary collisions that involve responders often occur upstream from the incident when drivers fail to notice a lane closure or drift onto the shoulder. Responders should also consider parking downstream of the incident unless they are directly involved in traffic control or are positioning their vehicle as an advance warning device. Law enforcement vehicles play a crucial role in serving

as advance warning for approaching drivers and have a place upstream; however, whenever possible, law enforcement and other responders whose function is completing paperwork or other investigative functions should consider repositioning their vehicle downstream where they are protected by the block and other early warning devices.

The initial protection of a scene, using fire equipment or other emergency vehicles, can be effective; however, this strategy protects only responders and the immediate scene. The obstruction on a roadway continues to create a dangerous situation for approaching motorists and those drivers stopped in the queue. As the scene continues to expand due to traffic queuing, it is important to provide warning and direction, as personnel and timing allow, to approaching motorists. State or local transportation agencies are often well-suited to provide traffic control and should be included in the response to incidents that will obstruct a roadway for extended periods.

### Interoperable Communication

Many responders (e.g., fire, police, and transportation authorities) will arrive at a scene to assist in mitigation activities. Each has a role to play, and, in many cases, there is an order in which those tasks must be completed. Effective communication

between disciplines will help them understand the others' objectives and ensure the overall goal of efficient mitigation of the incident to provide for public and responder safety. A key to understanding and working in concert with other disciplines is to train together prior to an incident.

### Arizona's Experience

The Arizona Department of Public Safety (DPS) has lost 29 officers in the line of duty since its inception in 1931. Of those 29, 17 were killed in traffic collisions, and 11 of the 17 lost their lives in secondary collisions; nearly 38 percent of the Arizona DPS officers lost were the result of secondary collisions. Examining how each of these 29 officers died reveals that secondary collisions were the most lethal category of any cause of death for these officers, significantly eclipsing the other two most common causes—primary traffic collisions and lethal assaults.<sup>4</sup> It may be a worthwhile exercise to closely examine an agency's line-of-duty death history, identifying the primary and secondary collisions as the results might be surprising and further highlight the importance of a robust TIM program.

Arizona DPS' interest in TIM and the corresponding interest in responder safety led to enhancements in data collection on

agency-specific collision forms. To date, most of the secondary collision data collected in the United States are based on tragic and often fatal responder-involved collisions because of a lack of data on minor collisions or near-miss incidents. If Arizona's experience holds true for other states, minor and near-miss incidents occur hundreds of times a day across the United States and many go unnoticed due to a favorable outcome.

Arizona DPS utilizes electronic reporting of collisions and, thus, was able to create and collect additional data fields not collected on the statewide collision form. While this increased data collection is confined to DPS-patrolled highways and does not include municipality and county jurisdictions, it gives the agency the ability to collect data of particular interest to the Arizona DPS. One of the specific data fields collected pertains to responder involvement in a secondary collision. As Figure 2 illustrates, on Arizona DPS-patrolled highways, there have been consistent occurrences of secondary collisions involving responders. This is concerning because, as mentioned earlier in this article, the difference between a minor secondary collision and a tragedy may be a matter of seconds or inches. Figure 2 combines three years of data and demonstrates the hazards to all

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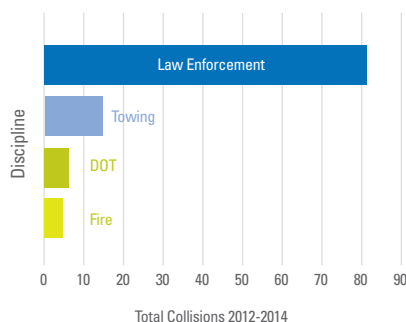
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responder disciplines, but explicitly shows law enforcement as the most at-risk discipline in Arizona.<sup>5</sup>

**Figure 2**

Who's Being Struck in Arizona  
Discipline Involved in Secondary Collision



Collecting and analyzing these data allow Arizona DPS to monitor responder-involved secondary collision occurrences and to continually assess and develop TIM policies and practices to reduce that number. It is essential for leaders of responding agencies to realize that the odds are stacked against responders to traffic incidents.

The information gleaned from TIM data informs the development and deployment of strategies to prevent tragic losses of both

first responders and motorists due to secondary collisions. Following three years of data collection, refinement, and analysis, data fields relating to secondary collisions involving responders and roadway clearance times have been added to the Arizona statewide collision form and will be collected on all collisions by all agencies in the state. Quick clearance of all roadside incidents is a key strategy to reducing the risk not only to responders, but to the motoring public as well. The reduction of secondary collisions, along with the improved mobility based on quick clearance, made a convincing argument to the Arizona Traffic Records Coordinating Committee (TRCC), which overwhelmingly approved the additional fields on the statewide collision report.

### Implementing a TIM Program

So how does an agency that has never had a TIM program get started? Recognizing that traffic creates a substantial safety risk to the agency's personnel and committing to minimize the risks are necessary first steps. It's also important to remember police officers are not in this alone—every responder, such as fire personnel, emergency medical service providers, transportation authorities, and towing company employees, as well as others, are subject to the same risks at

incident scenes. Recognizing that police officers are not alone in facing these risks can benefit a safety program and bring additional resources to the table.

### Creating Buy-In

Sometimes the most difficult challenge for an organization is to change how things have always been done. The idea of quick clearance, effective communication between disciplines, and moving traffic stops to safer locations may be very different practices than how an agency's personnel currently operates. But today's law enforcement professionals are more aware of officer safety issues. And, when solid facts back up an innovative concept like TIM, perhaps changing a culture will be easier than one might think. All officers want to go home safely after their shifts, and TIM offers one more set of tools to increase their odds of doing just that.

When shown the data, most personnel will understand the benefits related to responder safety; however, that is just one of the many benefits that TIM offers. TIM strategies can have a significant impact on the reduction of overall collisions that occur in a jurisdiction, including those that involve responders and those that involve the public. When one considers the driving behaviors that result in secondary

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collisions, driving while distracted, inattentive, or impaired seem to be the most common. These driving behaviors are targeted by national and local enforcement programs, yet many jurisdictions fail to recognize TIM as a cost-effective tool to help reduce secondary collisions caused by those behaviors. Unfortunately, there will always be drivers who fall into one or more of these categories, so timely removal of an obstruction from a roadway may keep those deficient drivers from being involved in secondary collisions.

The time saved preventing secondary collisions instead of responding to them also allows for greater control of agency resources. By reducing these collisions, TIM can shift man-hours and equipment from reactive calls for service to proactive activities. In addition to saving man-hours for responder agencies, the impact of fewer incidents and quicker clearance of those that do occur help reduce congestion, allowing the transportation systems to operate more efficiently. A more efficient transportation system means an improved economy, less pollution, and fewer angry motorists on the road. The partnerships and cooperative environment created by TIM programs carry over into other programs as well, improving cooperation during pre-planned events and man-made or natural disasters. As more agencies begin to measure their TIM performance, additional benefits may be recognized and new strategies developed.

All levels within an organization have a responsibility to ensure an effective TIM program. Agency leadership provides the direction in the form of vision, which is followed by policy and procedure development; supervisors ensure compliance with policy and procedure; and officers put into practice the strategies of the TIM program at each and every opportunity. It is essential to any successful TIM program to have commitment from agency leadership and buy-in from the officers who can actually make it happen.

## Moving Forward

Over the last decade, the realization that sound traffic incident management is about safety rather than just mobility has accelerated its advancement and cultural acceptance. A key tool to this advancement has been the Federal Highway Administration's Strategic Highway Research Program (SHRP2), Traffic Incident Management train-the-trainer course. To date, every U.S. state, the District of Columbia, and Puerto Rico has hosted at least one course, resulting in more than 5,000 trained instructors. The TIM Train the Trainer course prepares the instructors to teach the introductory four-hour course to responders in their area. More information can be found on TIM at the IACP TIM webpage, FHWA TIM webpage, and at TIMNetwork.org.<sup>6</sup>

Even if an agency currently has a TIM program, it may be a good time to consider areas for improvement. Does the program offer opportunities to work with the other disciplines to help them reduce their shared risk? Do officers practice sound traffic incident management on the day-to-day routine incidents or only when responding to major incidents? It is significant that secondary collisions occur as a result of both major incidents blocking traffic for more than two hours and minor incidents blocking traffic for less than 30 minutes. The average officer likely spends far more minutes of risk dealing with the thousands of minor incidents each year than at the fewer major incidents. Traffic incident management is an everyday issue, not something to be employed only when a major incident occurs. TIM begins with awareness and a few basic strategies that require a minimal investment of time with the potential for significant payoffs in officer and public safety.

## Conclusion

Every agency that has personnel engaged in traffic functions has an officer safety problem. The good news is that police leaders don't have to accept this danger. With proper leadership from the top and buy-in from personnel, leadership can create a culture

where TIM is at the forefront of officers' minds anytime they are engaged in managing a traffic incident. Solid policies directing how personnel react to traffic incidents, sound practices that promote safety, and an ongoing and consistent message that conveys the importance of an effective TIM program can reduce the threat to agency personnel. Law enforcement leaders can never rest when it comes to protecting the lives and well-being of officers, and TIM offers the next evolution in officer safety. ♦

### Notes:

<sup>1</sup>Officer Down Memorial Page "Honor Officers Killed in...", <http://www.odmp.org/search/year> (accessed March 1, 2015).

<sup>2</sup>Federal Highway Administration (FHWA), "Traffic Incident Management," [http://ops.fhwa.dot.gov/eto\\_tim\\_pse/about/tim.htm](http://ops.fhwa.dot.gov/eto_tim_pse/about/tim.htm) (accessed May 11, 2015).

<sup>3</sup>Nicholas Owens et al., *Traffic Incident Management Handbook*, FHWA HOP 10 013 (Science International Corporation, American Transportation Research Institute, January 2010), [http://www.ops.fhwa.dot.gov/eto\\_tim\\_pse/publications/timhandbook/tim\\_handbook.pdf](http://www.ops.fhwa.dot.gov/eto_tim_pse/publications/timhandbook/tim_handbook.pdf) (accessed May 11, 2015).

<sup>4</sup>Arizona Department of Public Safety, "Fallen Officers," [http://www.azdps.gov/About/Fallen\\_Officers](http://www.azdps.gov/About/Fallen_Officers) (accessed February 2, 2015).

<sup>5</sup>Arizona Department of Public Safety, TraCS (traffic and criminal software) and PDEP (personnel deployment system) database, secondary collisions involving responders (accessed March 19, 2015).

<sup>6</sup>FHWA, "Traffic Incident Management"; TIM Network, "The TIM Network," <http://timnetwork.org> (accessed May 11, 2015).

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# Measuring the Impact of Marijuana Legalization with the Washington Roadside Survey of Driver Drug and Alcohol Use

**By Darrin Grondel, Executive Director,  
Washington Traffic Safety Commission**

during the same time period. In 2012, over 36 percent of Washington high school seniors said they consumed alcohol within the last 30 days, while almost 27 percent said they smoked marijuana within the last 30 days.<sup>1</sup> If youth perceive marijuana to not be dangerous, which is one message youth may receive from legalization, they are more likely to participate in underage use. An increase in use can, in turn, cause an increase in drug-impaired driving.

U.S. and state traffic safety data clearly reflects the number of fatal and injurious crashes that involve alcohol, but tracking drug involvement in crashes is difficult, expensive, and time-consuming. In Washington, like many states, when alcohol levels are high, the presence of drugs (legal, illegal, or over-the-counter) is less of a priority. However, research shows that marijuana users often combine pot with alcohol, so the incidence of drugged driving is likely underrepresented in the data.

The National Highway Traffic Safety Administration (NHTSA) has been conducting a roadside survey measuring driver drug and alcohol use about every 10 years since the 1970s. Washington has never participated in this data collection; however, given the recent legalization of marijuana, NHTSA offered to fund a roadside survey that was specific to Washington State. To circumvent any potential controversies about data collection procedures, the Washington Traffic Safety Commission (WTSC) engaged key stakeholders such as law enforcement executives, the American Civil Liberties Union, NHTSA, and the Pacific Institute for Research and Evaluation (PIRE) in discussions about procedures that would be followed to ensure a smooth operation and adherence to state and federal civil rights.

Together, the stakeholders explored the fears and risks of the proposed study. Roadside sobriety checkpoints are illegal in Washington, and a project that resembled a checkpoint or that might be mischaracterized by the media as resembling a checkpoint ran the risk of derailing efforts to obtain legal checkpoints, which is a traffic safety priority project. It was suggested that an aggressive publicity effort that preceded the data collection would help citizens

**W**ashington has the dubious distinction of being one of the first states in the United States to legalize the use of recreational marijuana. Even though state-level data have shown that marijuana use is already prevalent, especially among young adults, legalizing a psychoactive drug for recreational purposes certainly increases concern among traffic safety advocates that longstanding efforts to combat impaired driving will be undermined. No one, regardless of their position on the marijuana legality issue, wants an increase in the number of serious injuries or deaths caused by impaired driving.

This major societal shift in Washington caused traffic safety advocates to reevaluate their data with respect to drug-impaired driving. The Washington State Healthy Youth Survey, administered to more than 200,000 youth, ages 12 through 18, in more than 1,000 Washington schools statewide, shows that alcohol use by high school seniors decreased by more than 10 percent from 2002 (42.8 percent) through 2012 (36.1 percent), while marijuana use increased



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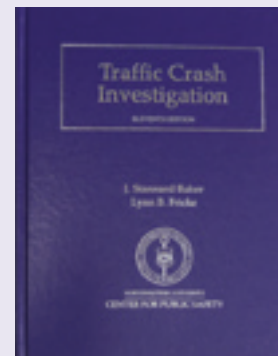
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understand that this project was focused on research, not acting as a checkpoint.

Some researchers expressed concern that publicizing the data collection in advance might affect the researchers' ability to obtain a randomized sample from the traffic stream. The roadside survey recruits volunteers from among the motoring public at all hours of the day and night, during the weekdays and on the weekends, with tests of drivers' breath, saliva, and blood. Would it impact data collection if people knew about the survey in advance? PIRE Research Director John Lacey and NHTSA the sponsors of the study reasoned that the publicity would not negatively impact the data as long as the same procedures were rigorously followed every time data were collected.

As it turned out, the news coverage resulted in more people being willing to volunteer for the survey, even to the extent of providing a blood sample. In Spokane, the site of the first wave of data collection in June 2014, the researchers ran short of phlebotomy equipment, a true rarity for the roadside survey crew.

Publicity brought up another issue: survey participation is voluntary and anonymous. Researchers purposefully did not collect identifying information such as a driver's name or vehicle license plate number; people participating in the survey become a number. That said, how anonymous is participation when a news crew is filming? For this reason the WTSC asked the media to not film or photograph people going through the survey. That's a significant request, considering that they were also asking the media to cover news of the survey, and reporters had just as much legal right as the public to be at these survey locations. The WTSC came up with a solution to forestall any conflicts between freedom of the press and the survey's need for anonymity: give the media a chance to experience the survey in advance of the data collection. This required help from researchers; but NHTSA and the PIRE researchers were accommodating and could not have been more helpful. Despite their heavy travel schedule and the long hours they put in collecting data, the researchers were more than willing to show the news media how it all worked, carefully walking them through the entire process. The resultant news coverage was extensive and positive.

Some motorists, excited to receive a \$60 stipend for participating in a survey that took only 20 minutes, set about recruiting all their friends via social media. However, to preserve the validity of the data, researchers have methods in place to identify "self-selects" who were not allowed to participate in the survey. Still, all involved in the project marveled at a survey where citizens were drumming up support among the populace.

Another aspect of the plan concerned the role of law enforcement. Local officers worked overtime on the contract for PIRE to identify intersections that provided researchers with adequate traffic volumes during the day and at night. Law enforcement also played an important role in keeping researchers safe while conducting their activities on the roadside. Additionally, the support of law enforcement provides an aura of legitimacy for the work. PIRE researchers received terrific cooperation and assistance from Washington law enforcement, as well as from county-level traffic safety program managers (called Target Zero Managers) in all the areas they worked.

The first data collection took place in June 2014 in 30 separate locations within six Washington counties, before the opening of any recreational marijuana stores. The areas included Spokane, Yakima, Whatcom, Snohomish, King, and Kitsap counties. The goal was to obtain accurate, objective estimates of the numbers of drivers who have alcohol, drugs, or both in their systems by testing drivers for 75 different drugs (prescription, legal, and illicit) and drug levels. Another

goal of the research is to track changes over time of driver drug and alcohol use to determine whether marijuana use becomes more widespread following its legalization for recreational use and whether driver perceptions change about the dangers of marijuana consumption.

The preliminary survey results showed that a surprising number of motorists (69 percent) have tried marijuana, and, among those who say they used marijuana within the last year, a large number (44 percent) said they drove within two hours of using marijuana. Interestingly, 87 percent of this subgroup said marijuana did not impact their driving and many (25 percent) said they thought it improved their driving.

## June 2014 – Preliminary Findings

More than 943 randomly selected drivers volunteered for the survey, of which 926 drivers were eligible to participate. Surveys were conducted at five locations within each of six counties (Spokane, Yakima, Whatcom, Snohomish, King, and Kitsap). Commercial vehicle drivers, drivers under age 16, and people who did not speak English were not allowed to participate.

Breath tests, saliva samples, and blood samples were collected from the eligible drivers, and driver opinions were collected via a knowledge and awareness test.

- 97 percent (917) of drivers provided a breath sample.
- 96 percent (902) of drivers provided a saliva sample.
- 74 percent (711) of drivers provided a blood sample.
- 95 percent (880) of drivers completed the knowledge and awareness test questions.

There was an overrepresentation of male drivers, ages 20 to 34, in the June survey sample (this population segment makes up 21 percent of the overall population, but composed 45 percent of the survey sample). American Indians, African Americans, and Latinos were also overrepresented, while older drivers (age 64+) and Asians were underrepresented.

## Marijuana Questions

The survey included questions about the drivers' marijuana use in general and in relation to their driving behaviors.

**Have you ever, even once, used marijuana?** (N=888 respondents)

- Yes – 69 percent
- No – 31 percent

Of the drivers surveyed, 220 (24 percent) said they used marijuana within the last year.

**Have you used marijuana within two hours of driving?**

- Yes – 44 percent (N=97)
- No – 56 percent (N=123)

**When you used marijuana and drove [within two hours], how do you think it affected your driving?**

As shown in Table 1, 87 percent said the marijuana either made no difference in their driving or improved their driving.

**Table 1: Effect of Marijuana Use on Driving Ability**

	Drivers (%)	Number	N=97
Did not make any difference in my driving	62	60	
Made my driving better	25	24	N=84 (87%)
I don't know	10	10	
Made my driving worse	3	3	

All drivers (whether or not they had used marijuana) were asked the following questions:

How likely do you think it is that marijuana impairs a person's ability to drive safely if used within two hours of driving?

**Table 2: Likelihood of Marijuana's Effect on Drivers Two Hours after Use**

	Drivers (%)	Number	N=877
Very likely	47	409	
Likely	19	162	
Somewhat likely	22	197	768 (88%)
Not at all likely	12	109	

How likely do you think it is that a person could be arrested for impaired driving after using marijuana within two hours of driving?

**Table 3: Potential for Arrest for Impaired Driving Two Hours Post-Marijuana Use**

	Drivers (%)	Number	N=881
Very likely	41	360	
Likely	23	204	
Somewhat likely	25	219	N=783 (89%)
Not at all likely	11	98	

A second wave of data collection took place in November and December 2014, and a third wave took place in June 2015. A final report, which will include further responses from the self-report survey and the results of breath, oral fluid, and blood samples, is expected later in 2015.

Many efforts are under way in Washington to reduce deaths and injuries caused by impaired driving, which is one of the major causes of traffic-related deaths in the state. Between 2009 and 2013, impaired driving (BAC >.08 or a positive drug result) was a factor in about half (49 percent) of traffic deaths. During this time-frame, 1,126 lives were lost in traffic crashes involving an impaired driver, resulting in an average yearly impaired driving death toll of 225. Despite these numbers, progress is being made. In 2009, the impaired driving death toll was 265; in 2013, it dropped to 220. However, in both 2012 and 2013, drug-impaired drivers in fatal crashes surpassed alcohol-impaired drivers, with many impaired by both.<sup>2</sup>

Now the question is whether the legalization of recreational marijuana will impact impaired driving in Washington, and, if so, how? This is an important question that reaches beyond the borders of the state and can be answered only with reliable, accurate data. Those involved with the project in Washington are extremely grateful to NHTSA and PIRE for all they have done to make this data collection possible to further efforts to reach Target Zero. ♦

The Preliminary Report can be found on the WTSC website: <http://wtsc.wa.gov>.

#### Notes:

<sup>1</sup>Washington State Department of Health, Office of the Superintendent of Public Instruction, Department of Social and Health Services, Department of Commerce, and Liquor Control Board, *Healthy Youth Survey 2012 Analytic Report* (Olympia, WA: Looking Glass Analytics, Inc., December 2013), <http://www.doh.wa.gov/Portals/1/Documents/Pubs/160-193-HYS-AnalyticReport2012.pdf> (accessed May 7, 2015).

<sup>2</sup>Washington Traffic Safety Commission, Research and Data Division, Washington FARS data reviewed on May 15, 2015.

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# Understanding and Applying Traffic Incident Management

By Joseph A. Farrow, Commissioner, California Highway Patrol, Chair, IACP Highway Safety Committee, and Daniel G. Sharp, Chief of Police, Oro Valley, Arizona, Member, Chair, TIM Subcommittee, IACP Highway Safety Committee

Each year, hundreds of highway responders—law enforcement, fire, rescue, emergency medical services (EMS), tow or recovery, and others—are seriously injured or killed while working in or near moving traffic. However, by following proper traffic incident management (TIM) strategies, responding agencies can greatly reduce those numbers.

TIM may seem like a complex, tangled web of policies and directives, responsibilities, and even state laws, but, at their core, the TIM principles are quite simple. TIM is about getting everyone on the same page and helping the many responding teams work together to achieve their competing priorities, instead of against one another. For example, EMS personnel will be largely focused on providing medical care to victims, while law enforcement's primary attention will be focused on investigating the collision. How might EMS and law enforcement work as a cohesive team to complete their respective tasks with speed and efficiency? The answer lies in the implementation of the strategies found in the Second Strategic Highway Research Project (SHRP2) TIM training. The main priorities of the SHRP2 TIM training are protecting first responders, limiting traffic disruption, and facilitating a quick clearance of vehicles. Every responding agency has something to contribute to traffic incident management responsibilities, and

the SHRP2 TIM multidisciplinary training brings together police officers, firefighters, members of state and local departments of transportation, towing personnel, medical personnel, and other traffic incident responders. All first responder agencies need to have a common understanding of the other agencies' roles at the scene of a roadway incident.

The SHRP2 TIM multidisciplinary training helps reduce injuries, achieve safer incident scenes, and realize faster clearance times by ensuring everyone is on the same page when an incident occurs. Not everyone understands the policies that drive the other agencies, but insight on rescue requirements, evidence preservation, infrastructure damage, scene cleanup, and beneficial media relations will allow first responders from all agencies to effectively work together toward the common goal—a safer incident scene cleared in less time.

## Implementing TIM Strategies

### *Applying TIMS to Traffic Incidents in California*

California has a wide range of geographic features that encompass scorched deserts, snowcapped mountains, redwood forests, and sunny beaches, all of which are connected by a vast roadway system that includes both desolate and empty stretches

and sections that are jammed with crawling commuter traffic.

The National Traffic Incident Management Coalition (NTIMC) estimates that traffic incidents are the cause of about one-quarter of the congestion on U.S. roadways, and that, for every minute a freeway lane is blocked (during peak travel times) due to an incident, there are four minutes of travel delay time.<sup>1</sup> Multiply this many times over the course of a day, every day, and one can understand the tremendous impact these impediments have on the drivers and industries who rely upon California roadways for daily activities. Emergency response slows, commerce transportation time increases, greenhouse gas levels rise, and commuter frustration causes tempers to boil over.

California's latest finalized collision statistics indicate that, in 2012, California experienced more than 390,000 traffic collisions and preliminary statistics show similar numbers in 2013 and 2014.<sup>2</sup> While some states may have the ability to categorize collisions as primary or secondary collisions, California does not currently capture this information. Evidence suggests, though, that many of these collisions would undoubtedly be categorized as secondary collisions, meaning they were directly or indirectly related to the primary collision and caused by the disrupted traffic flow. The best practices models taught in the SHRP2 TIM training can significantly reduce the number of

secondary collisions, while simultaneously lowering roadway closure times, which also reduces first responder on-scene exposure and increases the safe and efficient movement of traffic upon the roadways.

One of these SHRP2 TIM best practice techniques encourages forging relationships with other first responder disciplines through combined training exercises and maintaining open lines of communication with other responding agencies. Many California Highway Patrol (CHP) field supervisors have found it extremely beneficial to be on a first name basis with their counterparts within the various departments of transportation, EMS, and fire departments. The implementation of joint after-action reviews, whether formal or over a cup of coffee, can provide insight on what went right, what went wrong, and how to improve for the next time. This type of multidisciplinary examination of events also provides a great opportunity to further understand each other's responsibilities and concerns. The CHP has established successful relationships with the California Department of Transportation (Caltrans), multiple fire agencies, and the media, which have improved the department's response to incidents. For example, the CHP frequently requests that Caltrans activate the changeable message signs along the freeway in order to provide information to motorists approaching a scene. In addition, CHP officers appreciate having a large, heavy fire truck as a barrier at an active collision scene, and the CHP's positive relationship with the media has also proved to be advantageous. The rapid public outreach abilities of the broadcasters are unparalleled in informing listeners about lane blockages, alternate routes, and estimated times of lane re-openings. The better informed drivers are about roadway conditions, the better equipped they are to identify alternative driving routes to avoid highly congested areas and crashes. This important partnership between the media and CHP allows drivers to feel more empowered and less frustrated as they can now identify alternative routes to get to where they are going. Through established partnerships, law enforcement and the media can work together to educate roadway users about move over and quick clearance laws, along with other important safety messages that can assist responders at incident scenes. For instance, the public's understanding of why a CHP vehicle is veering back and forth across the traffic lanes at a slow speed (running a traffic break) and what the desired reactions to emergency lights are, can be immensely beneficial to the responders on the scene.

### ***Beyond Traffic Collisions***

Municipalities may find themselves incorporating TIM strategies for reasons

other than traffic collisions. Since highways and roadways provide connectivity between cities and towns, incidents that affect travel in one location can affect travel in another. Active-shooter situations, like the one that occurred outside Oro Valley, Arizona, in 2011, illustrate how TIM strategies can help a town or municipality even if the incident occurs outside their jurisdiction. On January 8, 2011, a lone gunman shot a U.S. Representative, a sitting federal judge, and 17 others along a major state route within Pima County, Arizona, and the response caused traffic issues both outside and inside the town of Oro Valley. First responders found themselves dealing with

arriving and departing medical helicopters on the state route, family members looking for information about victims, a surplus of law enforcement personnel looking to assist, local politicians seeking information, news media, and bystanders who wanted to watch the emergency personnel. All of these matters were disruptive to normal traffic flow miles before and around the primary crime scene and could have resulted in injury-related collisions if not handled properly.

Municipal police departments should consider using TIM strategies in large-scale situations such as active shooter incidents, since these disruptions have a ripple

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effect that may create significant traffic issues for jurisdictions outside the primary crime scene. Proper positioning of warning signs, cones, and emergency vehicles and collaboration with local media is just as important during significant crime scenes as it is with collisions. Implementing TIM best practices during significant emergencies is no small task, which is why it is vitally important to conduct TIM training with regional law enforcement and fire service partners before an emergency occurs. Once emergency personnel have an understanding of TIM strategies, police and fire department decisions made during dynamic and prolonged incidents are better received and understood by other responders. Moreover, it is extremely important to have TIM discussions with the agency's transportation partners, as they may have resources and measures already in place that are not being used to their full potential. For example, in southern Arizona, the Arizona Department of Transportation (ADOT) has "quick response" personnel on standby 24 hours a day. When activated for a significant traffic collision, these quick response teams will respond with variable message boards, light trailers, cones, barricades, and signage. Expanding the use of these resources beyond just traffic emergencies (with the understanding that all significant emergencies can affect traffic in other jurisdictions) can leave police departments better prepared should a major police emergency occur inside or outside their cities or towns.

### Benefits of Effective TIM Use

While protecting the lives of the responders and motoring public is at the forefront of TIM, the program is also vital to promoting safe and efficient roads that not only address vehicular traffic, but incorporate bicycle and pedestrian movement. Cities and towns continue to engineer bike lanes, multi-use paths, bus lanes, modern streetcars, and supplementary solutions to encourage other forms

of transportation to promote healthy habits or reduce the carbon footprint of vehicle emissions. These transportation solutions, while very beneficial, can also create more risks when major traffic incidents occur; however, city freeways and highways managed by TIM strategies are freed from having to deal with collisions that leave debris in a bike lane or obstruct a pedestrian crossing lane outside a busy municipal marketplace for longer than absolutely necessary. Municipalities are also homes to schools, businesses, hotels, and neighborhoods that are impacted by a police department's ability to quickly clear a roadway or implement a traffic plan that lessens the disruption caused by a collision. For example, business owners rely on clear roadways and unblocked entrances to allow customers to enter their businesses, and school bus drivers need clear routes to get children to school. Today's fast-paced world is full of people needing to get to work on time, catch a flight, make a doctor's appointment, or get a child to baseball practice. Police organizations should focus on having roadways returned to "business as usual" status quickly and safely. In doing so, police departments also limit secondary collisions that could possibly create further delays or additional injuries or deaths. In addition, a coordinated, purposeful effort from police, fire, medical, and tow services can solicit high degrees of confidence and appreciation from a community.

A further benefit to practicing SHRP2 TIM strategies is the economic impact that can be realized. On June 13, 2014, the U.S. Department of Transportation, Office of the Assistant Secretary for Transportation Policy, released its report, *Guidance on Treatment of the Economic Value of a Statistical Life in U.S. Department of Transportation Analyses*, which listed the cost of one traffic collision fatality as \$9.2 million.<sup>3</sup> For injuries caused by collisions, the economic cost ranges from \$27,600 to \$5,455,600 per injured victim, depending on the severity of the injury. Additionally, traffic congestion costs U.S. motorists \$87.2 billion per year in wasted time and fuel costs.<sup>4</sup> Congestion studies show that about half of traffic delay is nonrecurring, attributable to temporary disruptions of the transportation system like traffic incidents, work zones, poor weather, and special events.<sup>5</sup> All of these issues can become less common and less severe through the effective use of TIM practices.

TIM is as simple as all first responders working together as a coordinated and professional team to complete the tasks at hand in an efficient and safe manner. As SHRP2 TIM strategies are implemented, the following can be realized by first responders, incident victims, and all of those who might encounter the incident: increased safety, reduced fatalities and injuries, shortened roadway closure times, and continued flow of commerce. Through the unified, multidisciplinary approach of SHRP2 TIM training and application, these are attainable and realistic outcomes for any community. ♦

### Notes:

<sup>1</sup>National Traffic Incident Management Coalition, *Benefits of Traffic Incident Management*, November 2006, <http://ntimc.transportation.org/Documents/Benefits11-07-06.pdf> (accessed June 3, 2015).

<sup>2</sup>California Highway Patrol, Statewide Integrated Traffic Records System (SWITRS), <http://iswitrs.chp.ca.gov/Reports/jsp/CollisionReports.jsp> (accessed June 3, 2015).

<sup>3</sup>U.S. Department of Transportation, *Guidance on Treatment of the Economic Value of a Statistical Life*, June 2014, [http://www.transportation.gov/sites/dot.gov/files/docs/VSL\\_Guidance\\_2014.pdf](http://www.transportation.gov/sites/dot.gov/files/docs/VSL_Guidance_2014.pdf) (accessed June 4, 2015).

<sup>4</sup>U.S. Department of Transportation *DOT Strategic Plan 2010–2015*, April 15, 2010, [http://www.uab.edu/utc/PDF%20Files/Dot\\_strategic\\_plan\\_2010-15.pdf](http://www.uab.edu/utc/PDF%20Files/Dot_strategic_plan_2010-15.pdf) (accessed June 3, 2015).

<sup>5</sup>Jeff Paniati, "Operational Solutions to Traffic Congestion," Publication Number: FHWA-HRT-05-002, Updated February 20, 2015, <http://www.fhwa.dot.gov/publications/publicroads/04nov/01.cfm> (accessed June 5, 2015).

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## NMVTIS Law Enforcement Access Tool: A Free Resource for Vehicle- Related Investigations

**By Christopher T. McDonold, Chair, Vehicle Theft Committee, International Association of Chiefs of Police; Executive Director, Maryland Vehicle Theft Prevention Council, Maryland State Police**

**V**ehicle theft has come a long way from the days of teenagers stealing vehicles simply for the cheap thrill. Those thieves saw no value in the vehicle itself; they valued the few minutes of fun. Today, there are many more reasons why vehicles are stolen.

### **Vehicle Theft: Why and How**

One of the most common reasons for vehicle theft is the ability to generate profit from organized vehicle theft activities. Stolen vehicles are profitable, either intact or parted out. A global economy applies not only to the business world; global auto theft is flourishing, as well. International auto theft rings are prevalent and typically include a professional setup with people managing the different aspects of the "business." They wreak havoc by stealing vehicles and illegally exporting them out of their country of origin.

Last summer, one such auto theft ring was broken up when "twenty-two people were arrested... [one] morning in the Albuquerque area and throughout New Mexico during the takedown of a major international auto theft and drug trafficking ring with ties to the Sinaloa drug cartel."<sup>1</sup> U.S. Customs and Immigration Enforcement explained that

*more than 300 law enforcement authorities executed 12 simultaneous state search warrants in New Mexico, resulting in 22 arrests. During the takedown, agents and officers seized seven firearms, including a sawed-off shotgun and a stolen weapon, as well as various amounts of methamphetamine, heroin and cocaine. During the course of the investigation, authorities have recovered about 34 luxury vehicles with an estimated value of \$2 million. The defendants face state charges that include racketeering,*

*stolen vehicles and money laundering. The charges allege that the defendants stole luxury vehicles, provided them with new VIN numbers and then illegally exported them to Mexico.<sup>2</sup>*

Regardless if these vehicles are shipped overseas or sold right in the United States, buyers of these vehicles often do not know the vehicles are stolen. If the vehicles are sold overseas, they will not likely be returned to the victims' insurance companies because there is no treaty for return of stolen property between most first-world and third-world countries. If they are sold within the United States, many times the paperwork related to the vehicle looks valid so buyers unwittingly purchase a stolen vehicle.

In order for these illegal vehicle sales to be successful, the thieves are often involved in other illegal actions, which are also showing upward trends. These related crimes include title fraud, vehicle cloning, and Internet sales of stolen vehicles.

Rachel Weintraub, with the Consumer Federation of America, provides the following explanation of title fraud:

*Car title fraud occurs when a car title intentionally does not accurately reflect the title history of the vehicle. Car titles can be "washed" of relevant history or critical information can be kept intentionally absent from titles by a failure to disclose such pertinent information. In addition, the vast variation in state laws which define "salvage" or "junked" vehicles create a loophole for car titles to be re-branded as they move in interstate commerce from state to state.<sup>3</sup>*

A legal vehicle is considered "cloned" if its identity is used for a stolen vehicle in order to make the stolen vehicle appear to be legal. The stolen vehicle can then be registered and sold.<sup>4</sup> Many cloned vehicles are transported long distances across the United States from their original location. Internet sales provide an easy method for illegal sales of vehicles. Although many online sellers do cooperate with law enforcement, it is still difficult to prove the origin of a vehicle being sold.

These types of crimes affect the public as well as law enforcement. As the number and methods regarding stolen vehicles continue to grow, the resources to combat the illegal activities also need to grow. In Johnson County, Iowa, County Treasurer Tom Kriz describes scenarios that are becoming more prevalent in his jurisdiction. An Iowa City man was arrested "for allegedly trying to obtain a fraudulent title for a stolen 2011 Infiniti," according to online court documents.<sup>5</sup> As Kriz explains,

*[He] was a part of a large auto theft ring based in Chicago [Illinois], according to an email from Iowa Department of Transportation Investigator Matt Dingbaum... [he] was charged with fraudulent practice, a*



class C felony, according to court records. [The suspect's] goal, Dingbaum said in the email, was "to obtain Iowa license plates and registration, which eventually end up on stolen cars that have had the vehicle identification numbers changed to match the plates and registration."<sup>6</sup>

Treasurer's Office staff suspected the attempted fraud when the suspect produced a title from North Carolina, Kriz said. A staff member then called the North Carolina Department of Transportation and was told that the title number did not exist.

Another example of creative selling was discovered in Houston, Texas, in 2014. As reported by a regional newspaper,

*A 24-year-old Houston woman was arrested for what Montgomery County Auto Theft Task Force detectives described as a car title paperwork scam on the Craig's List website... Detectives answered an ad selling a used vehicle and arranged for the seller to meet with undercover officers. They discovered the vehicle's identification number (VIN) had allegedly been removed and replaced with another one. The title paperwork returned to the altered/replaced VIN and did not return to the vehicle.<sup>7</sup>*

Scenarios such as the preceding are becoming the norm, not the exception, and resources are needed to help law enforcement stay one step ahead of the criminals. One such resource is becoming invaluable to the auto theft investigator: the National Motor Vehicle Title Information System (NMVTIS).

## What Is NMVTIS?

Many law enforcement agencies may not be aware of a free, recently enhanced resource designed to facilitate vehicle-related investigations. NMVTIS is the birth-to-death record of VINs and was created to deter trafficking in stolen vehicles by strengthening law enforcement efforts against auto theft; combating automobile title fraud; preventing chop shop-related thefts; and inspecting exports for stolen vehicles, among other actions. NMVTIS protects states and consumers (both individual and commercial) from fraud; reduces the use of stolen vehicles for illicit purposes, including fund-raising for criminal enterprises; and provides consumers protection from unsafe vehicles.<sup>8</sup>

Consumers can use NMVTIS to access important vehicle history information for a nominal fee. The data available to consumers include

- current state of title and last title date;
- brand history – listings of brands;
- odometer readings (including most recent);
- total loss history (all insurers and some self-insurers); and
- salvage history.

NMVTIS is intended to ensure key vehicle history information is available and affordable to consumers, so consumers may make well-informed decisions to avoid purchasing potentially unsafe vehicles or paying more than fair market value for a vehicle.

The NMVTIS Law Enforcement Access Tool (LEAT) provides U.S. federal, state, local, tribal, and territorial (SLTT) law enforcement with secure access to vehicle history. The tool is an important component of the NMVTIS Program.<sup>9</sup>

NMVTIS LEAT captures specific pieces of vehicle information and is the only vehicle history database in the United States that all state motor vehicle titling agencies, junk and salvage yards, automobile recyclers, and insurance carriers are required by federal law to report to. Currently, 96 percent of all registered vehicles in the United States are represented in the system, and more than 85 million salvage or total loss records are in NMVTIS as a result of the reporting activities from approximately 20,000 sites.<sup>10</sup>

NMVTIS LEAT is an asset to law enforcement agencies across the United States. William Banahan, a Title Fraud Examiner in Maryland, utilizes LEAT's title search tool extensively, explaining that title searches are a viable tool in verifying the title history of vehicles, especially when fraud is suspected. In the last several years, titles have been examined for authenticity at the Maryland Motor Vehicle Administration, and several hundred titles from Washington D.C., Michigan, Virginia, New York, New Jersey, Alabama, North Carolina, Mississippi, Arizona, Arkansas, Connecticut, Maine, Florida, Pennsylvania, Georgia, and Oklahoma are identified each year as "altered" or counterfeit. Mr. Banahan states,

*The searches also provide valuable information relative to "branding" and the salvage auction information when a salvaged vehicle is sold by the insurance company. With the increase of online auctions, this information is crucial in following the movement of these salvaged vehicles as they cross the country. Using this information, suspected cloned VINS titled in Maryland have been identified, when the true vehicle is sitting in a salvage buyers lot in another state. NMVTIS is a must-use tool when investigating vehicle title history or brand.<sup>11</sup>*

Law enforcement investigations have shown that criminals involved in domestic auto theft enterprises often perpetrate violent crimes, such as homicide, drug trafficking, human trafficking, and terrorism. NMVTIS is, among other things, an investigative tool that law enforcement agencies can use to access information that can be useful in investigating not only auto thefts, but also crimes like VIN cloning, title washing, or any other crime involving a vehicle.

## Data Included in NMVTIS LEAT

NMVTIS LEAT allows investigators to perform a one-stop search when they investigate a vehicle. This search uses a single data element—a VIN. The investigator simply enters a VIN and will receive (1) the entire vehicle title information history; (2) junk, salvage, and total loss data; (3) state brands assigned to the vehicle; (4) the vehicle's theft status, as reported by Mexico; (5) archived National Insurance Crime Bureau (NICB) data on known cloned VINs, known counterfeit VINs, and flood-damaged VINs; (6) whether the vehicle was reported to the Department of Transportation's Car Allowance Rebate System (CARS or Cash for Clunkers program); and (7) analysis of the VIN, including the vehicle's make, model, type, and weight.

In the near future, NMVTIS LEAT will also include National Crime Information Center (NCIC) Auto Theft File data, the vehicle's lien status, and U.S. Customs and Border Protection export data. In addition, the next generation of the tool will allow law enforcement to search up to 5 VINs on the entrance search page or conduct a "batch" search of up to 5,000 VINs on a separate search page. Law enforcement will also have the ability to search NMVTIS LEAT by entering state, title numbers, or partial VINs. The U.S. Department of Justice (DOJ) is exploring the possibilities of including international vehicle theft data from INTERPOL and incident information from the FBI's National Data Exchange. According to DOJ, NMVTIS LEAT is capable of adding data sources fairly easily once the policy aspects have been addressed.

## Value of NMVTIS to Law Enforcement

Vehicle theft, VIN cloning, and title washing have become lucrative businesses for those working in well-organized crime groups that use the profits to finance additional criminal activities. Pennsylvania State Police Trooper Josh Whiteside recently shared his experience with NMVTIS LEAT, which illustrates various uses of the tool to fight crimes beyond vehicle theft. Trooper Whiteside relies on NMVTIS LEAT to help locate identity thieves. He states

*the less known application of NMVTIS is how it can be used in identity theft investigations. Suspects will steal the identities of victims and use those identities to obtain bank loans, tax returns, licenses, and [to] buy cars. They will remain in a state for a period of time, then flee to another jurisdiction so that law enforcement cannot catch on to their true identities. One clue they regularly take with them is their cars.<sup>12</sup>*

NMVTIS LEAT has provided valuable vehicle information to law enforcement



officers investigating both vehicle-related crimes and crimes that may have involved a vehicle, such as

- investigating vehicles involved in violent crimes and smuggling (narcotics, weapons, and currency);
- locating stolen vehicles;
- identifying vehicle theft rings using cloned VINs;
- investigating fraudulent titles;
- identifying criminal enterprises involving vehicles; and
- determining the last state of title for a vehicle to help locate a suspect.

Ohio State Highway Patrol Sergeant T.L. Callahan, who supervises an auto theft unit in southwest Ohio, explains that his unit uses NMVTIS every day.

*Currently I have a process set up in which I have an officer assigned to examine the weekly stolen vehicle report for several counties in our area. Typically we call this the "Hot Sheet." The Hot Sheet is run every three days, then compared to NMVTIS. If a vehicle that is on the Hot Sheet is discovered entered in NMVTIS, then a follow-up investigation ensues. We can typically identify the person who scrapped the stolen vehicle and prosecute them accordingly. On average we have been able to charge, prosecute, and convict a car thief who is scrapping good cars on a monthly basis depending on how well the scrap yard collects and maintains records.<sup>13</sup>*

## Monitoring NMVTIS Data

The DOJ has oversight for this program and has designated the American Association of Motor Vehicle Administrators (AAMVA) as the system operator. As part of its oversight role, DOJ's Bureau of Justice Assistance (BJA) is responsible for enforcing civil fines on junk and salvage yards, towing operators, used car dealers, insurance carriers, and others who fail to report to NMVTIS on a monthly basis, as required. BJA is available to work with state and local law enforcement through its enforcement coordination area when a business is potentially not meeting their federal reporting requirements. To date, BJA has initiated more than 200 non-reporting cases in 36 states.<sup>14</sup> Through LEAT, investigators can submit an NMVTIS Violation Report that will allow BJA to initiate a review. Examples of some of the law enforcement agencies BJA has coordinated with include the Baltimore County (Maryland) Police Department, the Georgia Department of Revenue, the Green Bay (Wisconsin) Police Department, the Pennsylvania State Police Auto Theft Task Force, and the Ohio State Highway Patrol.

## Summary

Vehicle theft continues to evolve as technology does; the stakes are higher, the

profit is greater, and professional thieves continue to stay one step ahead of law enforcement. Vehicle theft is not glamorous; it usually does not make headlines unless arrests are made in conjunction with other high-profile crimes. Nonetheless, vehicle theft causes millions of damages in losses each year—an estimated \$4.1 billion in 2013—and is often tied to other crimes.<sup>15</sup>

Manufacturers continue to make advances in technology to make vehicles more difficult to steal, but that, in turn, encourages professional thieves to become smarter as well. Without partnerships, tools, and technology, law enforcement agencies would not be able to investigate and mitigate criminal activity. However, the technology is only as good as the data, and systems like NMVTIS LEAT are excellent tools for law enforcement. Resources must continue to be allocated towards expanding its functionality and promoting its benefits. In addition, law enforcement needs to continue to stay up to date on the latest trends and tools to take advantage of these collective efforts to prevent vehicle theft and other crimes involving vehicles. ♦

## Accessing NMTVIS Data

### Consumers:

Consumers can access NMTVIS data by selecting an approved data provider at [www.vehiclehistory.gov/nmvtis\\_vehiclehistory.html](http://www.vehiclehistory.gov/nmvtis_vehiclehistory.html).

### Law Enforcement:

Law enforcement access to NMVTIS data is available at no cost to law enforcement through the Regional Information Sharing Systems (RISS) and Law Enforcement Enterprise Portal (LEEP). To obtain instructions for accessing NMVTIS data, please email [nmvtis@usdoj.gov](mailto:nmvtis@usdoj.gov).

**Christopher McDonold** is currently the chair of IACP's Vehicle Theft Committee and Executive Director for Maryland Vehicle Theft Prevention Council. He is also a past president of the International Association of Auto Theft Investigators and is currently a member of the BJA's NMVTIS advisory board and the chair of AAMVA's NMVTIS Law Enforcement Working Group.

## Notes:

<sup>1</sup>U.S. Immigration and Customs Enforcement, "22 Arrested in New Mexico for Operating International Car Theft Ring Connected to Sinaloa Drug Cartel," news release, June 25, 2014, <http://www.ice.gov/news/releases/22-arrested-new-mexico-operating-international-car-theft-ring-connected-sinaloa-drug> (accessed May 29, 2015).

<sup>2</sup>Ibid.

<sup>3</sup>*Car Title Fraud: Issues and Approaches for Keeping Consumers Safe on the Road, Before the Subcommittee on Commerce, Trade, and Consumer Protection, Energy and Commerce Comm. U.S. House of Representatives*, 109th Cong. (2006) (statement of Rachel Weintraub, Director of Product Safety and Senior Counsel Consumer Federation of America), [http://www.consumerfed.org/pdfs/Car\\_Title\\_Testimony\\_Written032006.pdf](http://www.consumerfed.org/pdfs/Car_Title_Testimony_Written032006.pdf) (accessed May 29, 2015).

<sup>4</sup>Chris T. McDonold, "The Changing Face of Vehicle Theft," *The Police Chief* 78, no. 7 (July 2011): 40–45, [http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display\\_arch&article\\_id=2420&issue\\_id=72011#8](http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display_arch&article_id=2420&issue_id=72011#8) (accessed May 29, 2015).

<sup>5</sup>Zach Berg, "Johnson County Sees Increase in Fake Car Titles," *Iowa City Press-Citizen*, February 27, 2015, <http://www.press-citizen.com/story/news/local/2015/02/27/johnson-county-sees-increase-fake-car-titles/24143929> (accessed May 29, 2015).

<sup>6</sup>Ibid.

<sup>7</sup>"Task Force Makes Arrest for Alleged Car Title Scam," *The Courier*, July 25, 2014, [http://www.yourhoustonnews.com/courier/news/task-force-makes-arrest-for-alleged-car-title-scam/article\\_2327227a-4a41-5af4-a286-df338c9baa24.html](http://www.yourhoustonnews.com/courier/news/task-force-makes-arrest-for-alleged-car-title-scam/article_2327227a-4a41-5af4-a286-df338c9baa24.html) (accessed May 29, 2015).

<sup>8</sup>National Motor Vehicle Title Information System, 49 U.S.C. § 30502 (2006).

<sup>9</sup>National Motor Vehicle Title Information System, "NMVTIS and its Benefits to Law Enforcement," [http://www.vehiclehistory.gov/nmvtis\\_law\\_enforcement.html](http://www.vehiclehistory.gov/nmvtis_law_enforcement.html) (accessed May 29, 2015).

<sup>10</sup>National Motor Vehicle Title Information System, "State Motor Vehicle Administration Overall Compliance," [http://www.vehiclehistory.gov/nmvtis\\_states.html](http://www.vehiclehistory.gov/nmvtis_states.html); David Lewis and Tod Brighton (presentation, NMVTIS advisory board meeting, February 24, 2015).

<sup>11</sup>William Banaham (title fraud examiner, Maryland), email, March 16, 2015.

<sup>12</sup>Lewis and Brighton (presentation, NMVTIS advisory board meeting, February 24, 2015).

<sup>13</sup>Ibid.

<sup>14</sup>Ibid.

<sup>15</sup>Federal Bureau of Investigation, "Crime in the United States 2013," Uniform Crime Reports, <http://www.fbi.gov/about-us/cjis/ucr/crime-in-the-u.s/2013/crime-in-the-u.s.-2013/property-crime/motor-vehicle-theft-topic-page> (accessed May 29, 2015).





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# Collaborating on Interstate Safety

By Kelly Hildreth, Lieutenant Colonel,  
Florida Highway Patrol

**T**he number of deaths occurring on U.S. highways is staggering—each year roughly 33,000 people in the United States die in traffic crashes. Although, this number is down from 43,510 just a decade ago, it's still the equivalent of the population of what the U.S. Census Bureau would classify as an "urbanized area."<sup>1</sup> Why do citizens and leaders tolerate such losses? What is being done to bring those tragic numbers down?

In this world of high-speed interstate highways, fast cars, and tight timelines, it seems like people are always in a hurry to get somewhere quickly. To reach this end, many are all too often willing to throw caution to the wind, hop into the driver's seat, tune the stereo to their favorite stations, and hit the road. Many drivers navigate the roads mindlessly, while diligently paying attention to the conversations going on in the car, on their mobile phones, or in their heads. Roads across the United States are full of drivers who multitask with their smartphone apps; fiddle with their energy drinks or other distractions; speed; ignore basic safety rules, like wearing seat belts or maintaining a safe following distance; and quickly, incautiously change lanes—all in an effort to get to their destination sooner.

This perpetual state of being in a hurry makes for dangerous driving conditions for everyone. Drivers are not looking out for other drivers or pedestrians, and they barely pay attention to what is going on through the windshield in front of them, let alone what's coming up behind them or happening next to them. Too often, drivers take their eyes off the road for just a moment, and, when they look up again, it's too late—traffic has slowed and they haven't, the car has drifted off the road, or the driver must quickly swerve to avoid something coming at him or her. Crashes happen, property is damaged, people are injured, and lives are needlessly lost.

Crashes, damages, injuries, and death are what highway safety agencies and responders aim to prevent, but, unfortunately, serious and fatal crashes happen every day on highways across the United States. To this end, state police and highway patrols in the most densely populated regions along the U.S. East Coast have teamed up to raise traffic safety awareness and prevent serious injury and fatal crashes.

In March 2015, the Florida Highway Patrol (FHP), in partnership with federal, state, and local law enforcement and other partners, created an education and enforcement program to improve transportation

safety on Interstate 95 (I-95) during one of the heaviest travel periods of the year: spring break. Part of IACP's Drive to Save Lives campaign, this coordinated traffic safety initiative involved 15 state police and highway patrols along the I-95 corridor.

The high visibility enforcement surge over the challenge period was achieved when each state actively engaged in the enforcement effort and worked alongside their local agencies that have jurisdictions along the I-95 corridor. These supplemental forces, some of which don't actively patrol the interstates as part of their usual responsibilities, served to emphasize awareness of the widespread campaign.

From Miami, Florida, to Houlton, Maine, covering nearly 2,000 miles of I-95, law enforcement took the 2015 I-95 Challenge to reduce crashes and save lives. With a multitude of interchanges and diverse weather conditions through rural, urban, and suburban environments, the I-95 corridor is quite a challenge. Drivers face long monotonous stretches, vacationers travel along the interstate looking for unfamiliar destinations, and commuters sit in lines of traffic trying to get to work and home again each day.

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large trucks and buses, which are overrepresented in fatal crashes across the United States. Four of the ten states with the highest commercial motor vehicle fatalities (Florida, Pennsylvania, Georgia, and New York) lie along the I-95 corridor.<sup>2</sup>

While highway traffic enforcement is nothing new, and multistate challenges such as this have been done before, the FHP sought to give specific emphasis to the special issues that plague traffic safety around the United States. In March, the FHP challenged state police and highway partners along the corridor in a combined effort to increase enforcement and, thus, safety on the heavily traveled road. This challenge was designed to emphasize enforcement and awareness around large trucks and buses, but included all vehicular traffic. The enforcement waves consisted of an extraordinary commercial vehicle focus from March 24 to 26, 2015, and an intensified focus on all traffic from March 27 to 29, 2015.

The incorporation of a commercial vehicle enforcement component brings special awareness and emphasis to this area, as millions of trucks travel the roadway each year. Agencies were able to strategically utilize a group of troopers specializing in commercial vehicle enforcement for several days and then transition to patrol personnel as the enforcement wave focus broadened to all traffic. Transitioning between a commercial vehicle focus and an all traffic focus, helped us achieve continued media attention on the challenge, since it gave media outlets an opportunity to report on the different aspects of traffic enforcement and how crashes can happen on U.S. highways.

Using this concept, the FHP was able to capitalize on the Motor Carrier Safety Assistance Program's (MCSAP's) "Safe 95," which Florida had coordinated in partnership with several state police and highway patrols in the southeastern United States. The I-95 Challenge expanded to include federal partners and all state police and highway patrol agencies along the corridor.

The concept for the challenge was developed during a conversation with representatives from the Federal Motor Carrier Safety Administration (FMCSA) at the 2014 IACP Annual Conference and Exposition in Orlando, Florida. The discussion centered around potential methods to raise awareness and commitment to a heavily traveled roadway that is packed with traffic on any given day—a highway where too many crashes occur and lives are lost due to poor driving behavior, driver inattention, and state police and highway patrols spread too thin.

Fatality data for I-95 was collected and analyzed, which established that the highest number of fatalities on I-95 occur during March, August, and December each year.<sup>3</sup>

After garnering the support of federal partners, FHP reached out to the directors of all the state police and highway patrols along the I-95 corridor. Despite the harsh winter and heavy snow fall up north, northern agencies were among the first to commit to the 2015 I-95 Challenge. Ultimately, all 16 states joined together to increase traffic safety awareness with increased law enforcement presence and high visibility enforcement. Local deputies and police officers also supported the I-95 Challenge with increased presence and enforcement efforts along the corridor.

One important aspect of any enforcement campaign is the level of buy-in and support that traffic-related issues receive from the media and the motoring public who regularly travel the roadway and the special users traveling up and down the East Coast. States along the corridor used multimedia platforms to engage the public and get the message out about the challenge. Media coverage enhances the message when drivers hear about the enforcement and then experience more law enforcement on the roadway. Agencies along the corridor maximized their use of earned media through press events and news reports. Some agencies used media ride-alongs and press releases to get the word out, and several agencies took to social media, using sites such as Facebook and Twitter to increase community interaction and extend the message to thousands of travelers throughout the challenge period. The combination of earned media and social media helped sustain interest throughout the enforcement period, as several news outlets tied the stories to traffic crashes and community safety.

The partnerships that state police and highway patrol agencies engage in serve as force multipliers. That is, participation from each agency helps all of the partners magnify their efforts beyond what they could ever accomplish alone and produce real, impactful successes. By coming together and targeting one roadway, each state enabled their neighboring states to dramatically increase their effectiveness and make an impression upon the motoring public. Drivers generally reduce their speed and pay greater attention to their driving when they see law enforcement traveling on the road or actively engaged in traffic enforcement. The greater the number of troopers, deputies, or officers visible to the public, the greater the impact. The sustained high visibility enforcement delivered the message that traffic safety is important; it recognizes that operating a motor vehicle is a task that requires the driver's full attention and the lives of everyone on the highway are valuable and worth the effort that law enforcement officers put forth to protect and save them.

With almost all of the states reporting, troopers issued more than 9,000 traffic citations during the six-day enforcement period. This includes almost 900 citations issued to commercial motor vehicles for moving violations. While the goal of zero deaths was not achieved this time, the team was able to work together to fine-tune enforcement strategies, focus more on the areas where crashes were prevalent, and prepare for the second wave of the 2015 I-95 Challenge in August. As the summer heats up, so will the state police and highway patrols, as planning begins to make the second wave even more successful than the last in raising public awareness and increasing trooper visibility.

The I-95 Challenge will run two more times during the 2015 calendar year. In August, the FHP will support the campaign with a comprehensive social media strategy to further engage the motoring public. The dates for the next two enforcement cycles are August 4–6, 2015 (commercial motor vehicle focus); August 7–9, 2015 (all traffic focus); December 26–28, 2015 (all traffic focus); and December 29–31, 2015 (commercial motor vehicle focus). The greater the collaboration, the greater the result for all involved. The ultimate goal is to reduce crashes and drive traffic deaths down to zero across the United States; the 2015 I-95 Challenge is one small step in that direction.

Every year, state police and highway patrols set about their efforts to reduce the number of avoidable deaths that occur on U.S. highways. Support for the IACP's campaign to reduce traffic fatalities to zero each year will continue, because it's law enforcement's collective goal to stop the preventable deaths that so profoundly impact communities. These deaths are unacceptable—unacceptable to the families, unacceptable to the community, and unacceptable to law enforcement officers everywhere. This year, law enforcement is going to do something about it. This year, state police and highway patrol along the I-95 corridor will take a stand to work together and drive the number of traffic deaths down. ♦

#### Notes:

<sup>1</sup>U.S. Census Bureau, "2010 Census Urban and Rural Classification and Urban Area Criteria," <https://www.census.gov/geo/reference/ua/urban-rural-2010.html> (accessed June 4, 2015).

<sup>2</sup>U.S. Department of Transportation, *Large Truck and Bus Crash Facts, 2013*, [http://www.fmcsa.dot.gov/sites/fmcsa.dot.gov/files/docs/Large-Truck-and-Bus-Crash-Facts-2013\\_0.pdf](http://www.fmcsa.dot.gov/sites/fmcsa.dot.gov/files/docs/Large-Truck-and-Bus-Crash-Facts-2013_0.pdf) (accessed June 4, 2015).

<sup>3</sup>Florida Highway Patrol Strategic Services Division, November 2014.



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## Responding to Radar-Centered Questioning

By Joanne Thomka, Program Director, National District Attorneys' Association, and Bethany Petersen, Project Assistant, IACP

Speed kills. Any law enforcement officer who has worked a vehicular crash scene is only too aware of this reality. The National Highway Traffic Safety Administration (NHTSA) estimated that speeding was a factor in 30 percent of fatal crashes in 2012, resulting in the loss of 10,219 lives—a 2 percent increase over the previous year. For young male drivers, the numbers are even higher: 37 percent of crashes for male drivers in both the 15–20 and 21–24 age groups are caused by excessive speed.<sup>1</sup>

Because of these staggering statistics, speed enforcement is a high priority for the agencies charged with the task of keeping U.S. highways, city streets, and school and construction zones safe. Agencies use a variety of technologies to measure the speed of vehicles, but the most widely deployed are lidar and radar, two technologies that are proven to accurately measure speeds in a variety of situations.

The NHTSA *Speed-Measuring Device Performance Specifications: LIDAR Module* defines a lidar device as “down-the-road speed-measuring equipment that determines range and speed based on the time-of-flight of laser light pulses reflected off a target.”<sup>2</sup> Lidar devices produce a narrow beam of highly concentrated light, which an officer aims at a suspected speeding vehicle and activates causing the lidar to display a numerical speed to the officer.

Radar has been used successfully for over half a century. It grew out of World War II military technology and works by transmitting microwave energy toward a target vehicle and measuring the speed of that vehicle by determining the change in frequency (Doppler shift) of the microwave energy reflected off the target. Radar devices can be hand-held or mounted on a vehicle and can measure speed from a stationary position or while a patrol car is moving. It is a mature technology with a long history of speed enforcement. A 2013 article in the *New*

*York Times Magazine* recounts the early days of radar speed enforcement:

*In 1947, the town of Glastonbury, Conn., deployed [inventor John L.] Barker's machine on Route 2.... “This is the latest scientific method,” a police captain named Ralph Buckley told a reporter in 1949. “It removes the possibility of human error.” In 1955, a Connecticut woman contested her speeding ticket in court, claiming that the radar must have been broken on the day it registered her blowing through a 25-mile-per-hour zone. Her lawyer further protested about a “lack of fair play” on the part of the police for pointing this high-powered, wartime technology at drivers.<sup>3</sup>*

Arguments continue to this day, with more than 50 million traffic cases going to court each year, accounting for more than half of all state court cases.<sup>4</sup> Officers, of course, are keenly aware of drivers' feelings toward speeding citations, and many have faced a formidable defense from a driver who elected to challenge the ticket in court.

A simple Internet search for the term “speeding ticket” will produce dozens of websites dedicated to fighting fines, including those of attorneys who claim to specialize in traffic cases. For these reasons, it is important for officers to keep abreast of the current laws and ordinances within their jurisdictions, as well as understand the common challenges they may face during a traffic court appearance. They should also be aware of case law and statutes governing the use of speed measurement devices and the presentation of radar and lidar evidence, which may vary widely by jurisdiction.

Officers may formulate responses based on training, experiences, and observations at the time the citations are issued, as they are routinely questioned by skilled attorneys regarding these factors. Below are some common arguments used by defendants who are challenging their citations in traffic court, followed by information that may be useful to officers in preparing their responses to these questions.<sup>5</sup>

**Q:** When was the officer certified as a radar or lidar operator, and by whom was this certification conducted?

**A:** The officer may testify that he or she is certified to standards required in the jurisdiction. The officer should state the institution that conducted the training and provided the certification, such as

- State law officers’ association
- Department
- Manufacturer
- University or other school
- Independent organization

The officer should have a copy of the certification documents readily available.

**Q:** What experience does the officer have operating radar or lidar devices?

**A:** The officer may testify to the experience that he or she has in the operation of radar or lidar devices. This may include the following elements:

- Years of experience with relevant type of device
- Training and certification
- The specific device used during the enforcement contact in question

**Q:** Did the officer receive refresher training for radar or lidar devices? By whom was this training conducted, and when?

**A:** If applicable, the officer may testify he or she received refresher training for the radar or lidar device. The officer can state the institution that provided the recertification (see prior list of examples) and present the court with his or her proof of recertification.

**Q:** Was the device checked for accuracy before the officer began using it on the day the citation was issued?

**A:** The officer may testify that the device was checked for accuracy per the directions of the device’s operator’s manual and, if applicable, departmental procedures. Radar devices are checked by using certified tuning forks. Lidar devices are checked by (1) placing a reflector on a wall at the station and shooting the laser at the reflector and (2) testing the vertical and horizontal sight alignment. Officers should have the accuracy logs available to prove the device was tested for accuracy according to their department’s specifications.

**Q:** Has the officer’s radar or lidar device ever made an error?

**A:** The officer may testify that the radar or lidar unit must be operated within the specific guidelines in the instruction manual provided by the manufacturer. If the defense continues to press this challenge, the officer can explain that an operational effect called the cosine effect comes into play. This is always to the advantage of the defendant, as the indicated speed on the radar or lidar device will be slightly lower than the driver’s actual speed. The officer can bring a cosine conversion chart to court to further support this explanation.

**Q:** When was the last time the tuning forks were calibrated and certified?

**A:** The officer may testify that the tuning forks were calibrated according to the manufacturer’s recommendations. The officer can bring the certifications of the tuning forks and the recertification documents to court, if applicable.

**Q:** Who calibrates and certifies the radar tuning forks?

**A:** The officer may testify regarding the facility that provides the calibration and certification of the radar device’s tuning forks, which are used for daily accuracy checks of the device.

**Q:** Who sets the performance standards of radar and lidar devices, and who performs the equipment recertification?

**A:** The officer may testify the National Highway Traffic Safety Administration sets the performance standards for radar and lidar devices. Devices are tested to these performance standards at independent certification facilities or through the manufacturers. The officer should be aware of the location where the device that he or she utilized was certified (and, if applicable, recertified).

**Q:** Was a valid visual tracking history of the vehicle established prior to issuing a ticket?

## Quick Checklist of What Officers Can Take to Court to Support Their Issued Speeding Citations

- ✓ Radar/lidar certification
- ✓ Radar/lidar refresher training documentation
- ✓ Cosine conversion chart
- ✓ Tuning fork certification and recertification documents (if applicable)
- ✓ Radar/lidar device proofs of certification and recertification (if applicable)
- ✓ Daily accuracy logs for radar/lidar device
- ✓ Traffic and engineering study for applicable roadway

**A:** The officer can testify a valid visual tracking history was established through the following criteria:

- Date, time, and location of the vehicle in question
- Clear line of sight to ensure that the visual estimate is consistent with the device reading
- Officer’s location at the time of estimate
- Vehicle’s direction of travel
- Traffic conditions at the time of the incident
- Weather conditions at the time of the incident
- Make, model, and color of the vehicle
- Vehicle remained in sight from the initial estimate to the traffic stop
- Driver and occupant description, if observed

**Q:** How are speed limits set for a particular street or roadway?

**A:** The establishment of speed limits in most jurisdictions is not a function of the law enforcement agency, and the officer can state that the limits are set by the relevant government department or agency. However, it may be useful for

officers to be familiar with the process that determines speed limits, including factors like terrain, width of the pavement, locale (e.g., residential or rural), and other considerations. California, for instance, requires a current traffic and engineering survey to be on file for any particular roadway. The speed limit posted must be within tolerances supported by the survey, otherwise it is illegal to use speed enforcement technology. If applicable in the jurisdiction, officers should bring with them a copy of the current survey to court to show that the speed limit was appropriately set.

Most of the previously discussed challenges can be overcome if an officer can testify that the agency has a thorough training program for all personnel who engage in speed management and who understand and follow agency policies and procedures. Officers should read the operator's manual of the speed-measuring device and understand the operation of that device. When selecting speed measurement devices, agencies should consult the IACP Conforming Products List (CPL). All equipment models on the list have successfully completed laboratory testing to demonstrate they are in compliance with NHTSA performance specifications. The specifications and CPL can be found at [www.iacp.org/Radar-Lidar-Testing](http://www.iacp.org/Radar-Lidar-Testing). ♦

#### Notes:

<sup>1</sup>National Highway Traffic Safety Administration (NHTSA), *Traffic Safety Facts 2012: A Compilation of Motor Vehicle Crash Data from the Fatality Analysis Reporting System and the General Estimates System*, <http://www-nrd.nhtsa.dot.gov/Pubs/812032.pdf> (accessed May 19, 2015).

<sup>2</sup>NHTSA, *Speed-Measuring Device Performance Specification: Lidar Module*, June 2004, [http://www.nhtsa.gov/people/injury/speedmgmt/speed\\_lidar\\_module/images/SpeedMeasuringDevicePerform.pdf](http://www.nhtsa.gov/people/injury/speedmgmt/speed_lidar_module/images/SpeedMeasuringDevicePerform.pdf) (accessed May 19, 2015).

<sup>3</sup>Pagan Kennedy, "Innovation: Who Made That Traffic Radar?" *The New York Times Magazine*, August 30, 2013, <http://www.nytimes.com/2013/09/01/magazine/who-made-that-traffic-radar.html> (accessed April 30, 2015).

<sup>4</sup>Robert LaFountain et al., *Examining the Work of State Courts—An Overview of 2012 State Trial Court Caseloads*, (National Center for State Courts, 2014), [http://www.courtstatistics.org/~media/Microsites/Files/CSP/NCSC\\_EWSC\\_WEB\\_NOV\\_25\\_14.ashx](http://www.courtstatistics.org/~media/Microsites/Files/CSP/NCSC_EWSC_WEB_NOV_25_14.ashx) (accessed April 30, 2015).


<sup>5</sup>Carl Fors, "Do's and Don'ts of Successful Traffic Court Appearances," *Police and Security News* 28, no. 1 (January/February 2012): 51–54, <http://policeandsecuritynews.com/imgs/archives/2012/digital/JanFeb2012.pdf> (accessed May 19, 2015).

## What Is the IACP Conforming Products List?

The Conforming Products List (CPL) is maintained by IACP for the National Highway Traffic Safety Administration through the Enforcement Technologies Advisory Technical Subcommittee (ETATS). The CPL informs state and local law enforcement agencies which speed-measuring devices have been subjected to and meet or exceed the technical specifications for radar and lidar devices that were in effect when the device model was first placed on the CPL. Device models that appear on the CPL are eligible for purchase using federal highway safety grant funds. The IACP recommends that law enforcement agencies use this CPL as one of their criteria when purchasing speed-measuring devices. It is important to note that these agencies must also be aware of any applicable federal, state, and local requirements related to the purchase, operation, and maintenance of speed-measuring devices. Additionally, law enforcement agencies are strongly encouraged to ensure operators of these devices have received proper training and have been trained in the appropriate use of the specific device being utilized in the field. The CPL can be found at [www.theiacp.org/Radar-Lidar-Testing](http://www.theiacp.org/Radar-Lidar-Testing).

### The CPL provides comprehensive tables of


- ✓ Down-the-Road Radar Speed-Measuring Devices
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# LEARNING FROM THE PAST IMPROVES EMERGENCY MANAGEMENT FOR THE FUTURE

By Scott Harris, Freelance Writer

NOTE: *Police Chief* magazine offers feature-length articles on products and services that are useful to law enforcement administrators. This article features emergency management tools and resources.

If there is anything even slightly positive that comes from catastrophes like the 2013 Boston Marathon bombing, it may be the lessons learned that can be applied to future events.

A changing world was on full display in the immediate wake of the tragedy, as Boston, Massachusetts, special police forces scoured the streets in search of the bombing's perpetrators. The Boston Police Department began using social media both to sift through text and photos for clues and to identify and correct misinformation from news sources and the public.

But there were also problems caused by the high-visibility response. Some individuals began falsely and publicly accusing other civilians with no real evidence. Another problem arose when Twitter users began publishing photos of law enforcement personnel searching for the bombers; however, because Boston police leaders were actively engaged in social media at the time, they noticed that trend and were able to ask the public to stop.

"People were posting pictures of SWAT team members in their neighborhoods," recalled Mark Amann, a former Federal Emergency Management Agency (FEMA) response and recovery officer. "They had to go on TV and tell people to stop tracking the movements of their officers."<sup>1</sup>

In a way, the 2013 bombing and the subsequent response illustrated both the benefits and risks of online social networks and an increasingly connected world for the law enforcement community. Even as these kinds of major emergencies are changing, so, too are the ways in which public safety professionals can respond.

Fortunately, tragic incidents like this one remain exceedingly rare—but they are on the rise. For example, FBI data show that active shooter incidents occurred 6.4 times each year between 2000 and 2006, but rose to 16.5 annually between 2007 and 2013. A total of 486 fatalities and 557 injuries were associated with those shootings during the more recent time period.<sup>2</sup>

Despite their rarity, the dangerous and high-profile nature of these more extreme emergencies demands that all police departments be prepared to respond. What's more, it stands to reason that understanding and preparing for major emergencies will carry a trickle-down effect to every emergency—each and every one vitally

important to the parties involved—that first responders face on a more regular basis.

## SOCIAL MEDIA ON YOUR SIDE

Social media can be a major source of noise or distraction during an emergency. It can also be a lifeline for victims and even a tactical advantage for first responders. It all depends on how the police and public use it.

This is where a new training program called SimulationDeck can help. Amann, who is vice president and chief operations officer at Denver-based Nusura, Inc., which created the program, says that SimulationDeck helps police practice for emergencies with social media. "Every day there's a new challenge. We noticed that in the preparation phase, there was no training [that] could provide a realistic level of pressure and crushing demands," said Amann, who participated in the response and recovery efforts following 9/11 and Hurricane Katrina, as well as other disasters.<sup>3</sup>

Nusura and Simulation Deck are changing that. The program is a secure "playground" that works like a real simulation with social media. Using a department's devices and software programs, SimulationDeck delivers alerts and needs based on a given scenario and monitors the players' responses.

"How do you operationalize social media? It enhances how you allocate resources and respond, and understand how it's affecting people," Amann said. "You can practice the scenario where you're getting 9,000 tweets an hour. What do you do when people are calling for rescue by Twitter, or bad guys are live blogging and video streaming their attack? Our trainees go through the social media channels and separate the signal from the noise, then use it to inform their tactical response decisions."<sup>4</sup>

The training itself can also save money and time, as it occurs mainly online. "It saves money because you do it online rather than having to co-locate personnel," Amann said. "It really enhances player engagement, too. People get burned out on regular exercises, but this gets people into the exercise."<sup>5</sup>

## LEARNING TRICKS, OLD AND NEW

Social media is certainly a new phenomenon on the law enforcement landscape, but police departments can also learn new methods to improve old practices and solutions.

Case in point: first-aid training. Shaking up a traditional area of education can make for a more efficient and effective experience. "Too many people going to calls would be standing over a person

in distress on the ground [and] not knowing what to do," said John Collie, president and CEO of Rescue 7 Inc., an Ontario company.<sup>6</sup>

Rescue 7, whose clients include the Royal Canadian Mounted Police, offer first-aid and emergency training via a combination of online testing and in-person exercises. "We do a lot of hands-on stuff," Collie said. "We don't let anyone sit in their seats for more than 20 or 30 minutes at a time. People learn better that way... It's a blended program; part online and part hands-on in person. You can do the online component anytime, log in and out. It's only five hours every three years in person, the rest is online."<sup>7</sup>

## THE RIGHT THING IN THE RIGHT PLACE

Having an effective piece of hardware in place before it's needed for an emergency can make all the difference when the event is unfolding. In the case of major disasters, serious mechanical problems, and the like, a working communication system is an indispensable lifeline. If electrical or cellular signals are damaged, however, these communications systems can become unstable right when they are needed most.

For the 2015 race, Boston Marathon safety organizers addressed this potential problem with ICRI, a radio bridging device that can be connected with a number of different radios, telephones, and other communication vehicles to create a strong communications signal in the most adverse conditions.

"The great concern when you're in-building communications during a disaster or active shooter is when radios go down," said Seth Leyman, president of Communications-Applied Technology (C-AT), the Virginia company that manufactures ICRI. "[ICRI] can be brought online very quickly without any formal education on it."<sup>8</sup>

ICRI does not require a power source, computer, or special training. It is small, compact, and easy to deploy when needed, Leyman noted. C-AT markets a line of ICRI and other devices to military as well as local and state public safety agencies. "[First responders are] trying to deal with going into structures blind or can only go a certain number of feet before they lose communications," Leyman said. "The ICRI doesn't depend on infrastructure. It doesn't need the Internet or a power source outside of the AA batteries inside it, and those last 30 hours."<sup>9</sup>

Rescue 7 does more than provide training; it also provides equipment. One of their most successful products is an automatic defibrillator, which sells for about \$1,500 each and is monitored by the company, making it a type of "smart" AED.

"We put the AEDs in and we track them," Collie said. "We let people know three months before the end of their battery life with an automated email."<sup>10</sup>

Surveillance and unmanned robotic craft are taking on greater roles in emergency response and management. After the attacks of 9/11, Paul Madsen, an airline pilot, decided to get more serious about his hobby. That hobby was metalworking, and the serious result is Mobile Video Surveillance (MVS), a portable surveillance tool marketed by Madsen's company, Virginia-based Venture Tec LLC.

"I was using radio-controlled helicopters and tall masts to obtain low-altitude photos for real estate companies," Madsen recalled. "As security and video surveillance needs increased, I decided to design a mobile surveillance system that was comparatively low cost and lightweight... It is 80 pounds and can be rapidly deployed for tactical response, including for emergencies. Past uses include gas well emergencies; school shooting responses; campus security; bomb disposal situational awareness; outdoor event monitoring such as games, parades, marathons, [and] carnivals; and police tactical SWAT use."<sup>11</sup>

MVS and other tools have become more modular, making them easier to use and store, including items as basic as the stretcher. The QuikLitter, developed by Colorado company Rescue Essentials, is a lightweight stretcher than can hold up to 400 pounds. The Rescue Essentials online store also serves as a central stop for emergency equipment for law enforcement, emergency medical service providers, and other first responders. The site sells more than 1,000 different products, including everything from trauma kits to active shooter response tools.

Ideally, tragic events and emergencies like the Boston Marathon bombing, school shootings, and 9/11 wouldn't occur at all. However, the next best thing is to ensure that first responders have the tools and services needed to provide an effective, efficient, and safe response. ♦

### Notes:

<sup>1</sup>Mark Amann (vice president and chief operating officer, Nusura, Inc.), telephone interview, April 23, 2015.

<sup>2</sup>J. Pete Blair and Katherine W. Schweit, *A Study of Active Shooter Incidents in the United States Between 2000 and 2013* (Washington, D.C.: Texas State University, Federal Bureau of Investigation, 2014), [www.fbi.gov/news/stories/2014/september/fbi-releases-study-on-active-shooter-incidents/pdfs/a-study-of-active-shooter-incidents-in-the-u.s.-between-2000-and-2013](http://www.fbi.gov/news/stories/2014/september/fbi-releases-study-on-active-shooter-incidents/pdfs/a-study-of-active-shooter-incidents-in-the-u.s.-between-2000-and-2013) (accessed May 13, 2015).

<sup>3</sup>Amann, telephone interview, April 23, 2015.

<sup>4</sup>Ibid.

<sup>5</sup>Ibid.

<sup>6</sup>John Collie (president and CEO, Rescue 7 Inc.), telephone interview, April 21, 2015.

<sup>7</sup>Ibid.

<sup>8</sup>Seth Leyman (president, Communications-Applied Technology), telephone interview, April 21, 2015.

<sup>9</sup>Ibid.

<sup>10</sup>Collie, telephone interview, April 21, 2015.

<sup>11</sup>Paul Madsen (owner, Venture Tec LLC), telephone interview, April 23, 2015.

## PRODUCT FEATURE: FIRST AID, EMERGENCY, AND RESCUE PROVIDERS

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# The Inside Information Checklist (IIC)

By Gregory DeClue, PhD, ABPP (Forensic), Independent Psychology Practice, Sarasota, Florida, and Charles "Skip" Rogers, Owner and Lead Instructor, The Interviews and Interrogations Institute

"When ... the probative force of evidence depends on the circumstances in which it was obtained ... indications of conscientious police work will enhance probative force ..."

—*Kyles v. Whitley*, 514 U.S. 419, 446 n. 15 (1995).

On September 2, 2014, North Carolina Superior Court Judge Douglas Sasser vacated the sentences of Henry Lee McCollum and Leon Brown, who had been convicted for the 1983 rape and murder of an 11-year-old girl. Evidence leading to McCollum's and Brown's releases included a DNA match to a man who had been convicted for a similar rape and murder in the same town. At the time of their release, McCollum had been on death row for 30 years, and Brown was serving a life sentence.<sup>1</sup>

Both McCollum and Brown told confession stories to police during lengthy interrogations. Police records and testimony convinced juries and appellate courts, including the U.S. Supreme Court, that both men were guilty. The police's records and testimony were so convincing that, years later, U.S. Supreme Court Justice Scalia invoked the McCollum case as a reason to continue to impose the death penalty in future cases.<sup>2</sup> Now that it is known what was done incorrectly in McCollum's and Brown's cases and what police interrogators can do to prevent wrongful convictions in the future, it is imperative that police agencies understand the lessons learned from

wrongful convictions and revise their policies and practices accordingly.

## False Confession Stories among DNA Exonerees

In an October 2012 *Police Chief* article, the authors described Professor Brandon Garrett's analysis of the 40 false confession cases within the first 250 DNA exonerations.<sup>3</sup> Since that time, Garrett has continued to analyze known cases of false confessions, and the results continue to demonstrate the problem of contamination during police interrogation: "In just the last five years [2009 to 2014], there has been a new surge in false confessions—a set of 23 more false confessions among DNA exonerations."<sup>4</sup> All but two of these new cases of wrongful conviction show evidence of contamination during police interrogation. Again, police said that these innocent people gave rich, detailed, and accurate information about the crime, including what police described as "inside information" that only the true culprit could have known. The influence of contamination during interrogations is illustrated in Table 1.

**Table 1: The Frequency of Contamination in False Confessions**

	Contaminated with Inside Information	
	Number	Percent (%)
40 False Confessions (1989–2009)	38	95
26 False Confessions (2009–2014)	24	91
66 False Confessions (Total)	62	94

Garrett recommends a number of policy and procedure changes regarding confession evidence. One approach currently being taught by interrogation trainers and employed by conscientious police interrogators involves use of a Holdback List and the Inside Information Checklist (IIC).

## Safeguards

Now that there is evidence of police contamination in over 90 percent of the DNA exonerations following false confessions, how can investigators avoid making the same mistakes in current and future cases? The short answer is to use a written Holdback List, record the entire interaction with the suspect, avoid telling or showing crime details to the suspect, get a detailed statement from the suspect if he or she confesses, and independently compare the details of the suspect's statement to other evidence in the case.

The following three questions can guide police, prosecutors, defense attorneys,

judges, and juries as they consider confession evidence:

1. What's on the Holdback List?
2. What's on the Recording?
3. What's on the IIC?

### **The Holdback List**

The importance of a Holdback List is well recognized by police interrogation trainers. For example, the following statements are drawn from highly regarded law enforcement publications and books:

- "Prior to an interview, and preferably before any contact with the suspect, the investigator should attempt to become thoroughly familiar with all the known facts and circumstances of the offense."<sup>5</sup>
- "Upon arriving at a crime scene, the lead investigator should decide and document on the case folder what information will be kept secret."<sup>6</sup>
- "After a suspect has related a general acknowledgment of guilt, the investigator should return to the beginning of the crime and attempt to develop information that can be corroborated by further investigation. He should seek from the suspect full details of the crime and also information about his subsequent activities. What should be sought particularly are facts that would only be known by the guilty person (for example, information regarding the location of the murder weapon or the stolen goods, the means of entry into the building, the type of accelerant used to start the fire, and the type of clothing on the victim, etc.)."<sup>7</sup>

Appendix 1 presents a Holdback List with two parts.<sup>8</sup> The lead investigator is responsible for completing both parts of the Holdback List prior to the start of the interview or interrogation of a suspect. The first section, Known Details of the Crime/Allegation, includes details known to police prior to the interview or interrogation. These details may come from witness statements, crime scene photos, direct observations by police officers of the crime scene, and so forth. For example, a Holdback List may include information such as the following:

- HB1. Victim was shot in the back of the head with a small-caliber weapon.
- HB2. Victim's hands were bound behind the victim's back.
- HB3. The binding was done with duct tape.
- HB4. The victim had a small superficial laceration to the left side of the throat.
- HB5. The victim had defensive wounds on both hands.

The second part of the Holdback List, Unknown Details of the Crime/Allegation, is a list of details that a true perpetrator would likely know, but are not known to the police at the time of the interview or interrogation. Examples could include the location of a weapon used in the crime, the location of stolen goods that were stored or sold, or when and where the suspect purchased items that were used in the commission of the crime.

After the investigator completes the Holdback List, he or she signs it, noting the date and the time, and has a witness do the same. This shows that the Holdback List was actually completed prior to the beginning of the interview or interrogation. In custodial interviews, that fact can also be preserved on the recording itself. When the lights are turned on in the interview room and the recording is started, prior to bringing the suspect into the room, the investigator can hold the Holdback List up to the room's camera for a few seconds and read the Holdback List aloud.

### **The Recording**

Increasingly, police interrogation trainers recommend that interviews or interrogations of suspects be electronically recorded in their entirety. In a memorandum dated May 12, 2014, the U.S. Department of Justice announced a new policy that establishes a presumption that the Federal Bureau of Investigation; the Drug Enforcement Administration; the Bureau of Alcohol, Tobacco, Firearms, and Explosives; and the U.S. Marshals Service will electronically record statements made by individuals in their custody. The policy also encourages agents and prosecutors to consider electronic recording where the presumption does not apply.<sup>9</sup> Remarkably, only 1 of the 66 exonerees in Garrett's combined studies had an interrogation recorded in its entirety (and that person was unable to say anything about the crime beyond, "I guess I did it").<sup>10</sup>

Garrett notes that, in order to prevent future wrongful convictions due to false confession stories, "recording entire interrogations is an important first step."<sup>11</sup> Garrett's careful analysis of the case files shows why this is an essential step.

- Of 66 false confessions by DNA exonerees to date, 59 were contaminated with crime scene details that innocent suspects learned from law enforcement.
- Detectives denied having disclosed any such information to the exonerees in all but 1 of the 14 cases that went to trial. The leading manual on police interrogations is quite emphatic that officers are to withhold from the public key facts and then ask nonleading questions to solicit that information, without disclosing them to the suspect.

- In these most recent 23 cases, 19 of the cases included facts inconsistent with crime scene information. Complete recordings of the interrogations might have shown that these innocent people volunteered incorrect information, and that they could offer correct information only when prompted. However, without a recording, prosecutors could and did argue that these people were intentionally lying about some aspects, but their knowledge of "inside information" proved their guilt.<sup>12</sup>

Only by carefully examining the contents of a complete recording of police contact with a suspect can it be known which, if any, "inside" details were first mentioned by the suspect instead of the interrogator. This is particularly effective when a written Holdback List appears on camera near the beginning of the recording and the investigator reads the Holdback List aloud; then the suspect enters the room and is continuously recorded (including at least audio recordings of restroom breaks or other times out of the interview room); the police never mention items on the Holdback List; and the suspect accurately reports details consistent with the Holdback List in response to nonleading questions or the suspect provides details unknown to the police prior to the interview or interrogation, but corroborated by subsequent investigation.

### **The Inside Information Checklist**

Imagine that, in a particular case, a pre-interrogation investigation allowed an officer to develop both parts of a Holdback List, listing some known details that would be kept secret from the public, witnesses, persons of interest, and suspects, and some unknown details that the true perpetrator would likely know. After completing the Holdback List, a detective engaged the suspect in an interview, and the suspect eventually made an admission. The detective continued the interview, asking nonleading questions to elicit a detailed post-admission narrative. That is, the detective encouraged the suspect to tell the complete story in his own words. The entire interaction between the suspect and police was electronically recorded. Now what?

A review of the recording should answer important questions about the validity of the confession. Did the suspect provide inside information regarding the details of the crime? Did the suspect include some or all of the known details that were included on the Holdback List? If so, which of those details were never mentioned by the police during their interaction with the suspect? Did the suspect provide the details in response to open-ended questions or only



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in response to leading questions? For each detail provided by the suspect, was the detail an accurate match to independently collected evidence?

Did the suspect provide information regarding details not known by the police prior to the interview or interrogation? If so, has subsequent investigation corroborated the suspect's story? Does each detail provided by the suspect accurately match independent evidence, or not?

If the investigation has been conducted in a conscientious manner, these are very straightforward questions. The Inside Information Checklist (IIC), as shown in Appendix 2, provides a way to organize the details of an investigation, including the details of the suspect's statement, to see if the suspect provided accurate, independently verified details that demonstrate knowledge of inside information about a crime to which he or she has confessed.

Generally, it is expected that when a suspect gives a voluntary, true confession during police interrogation, the suspect should be able to provide accurate inside information. If a suspect *cannot* provide accurate details, that inability raises serious doubts about the reliability of his or her statement. If a suspect *will not* provide accurate details, that may raise questions as to whether the confession is voluntary.

### Conscientious Police Work

As discussed, there are three questions that can guide police, prosecutors, defense attorneys, judges, and juries as they consider confession evidence.

1. What's on the Holdback List?
2. What's on the Recording?
3. What's on the IIC?

In focusing on these questions, it is helpful to expand the quote from *Kyles v. Whitley* that opened this discussion to include the next six words in the U.S. Supreme Court's decision: "When... the probative force of evidence depends on the circumstances in which it was obtained... indications of conscientious police work will enhance probative force and slovenly work will diminish it [emphasis added]."<sup>13</sup> Among DNA exonerees, as shown by Garrett's analysis, nearly every wrongful conviction stemming from a false confession has been due in part to contamination during the suspect's interview or interrogation.<sup>14</sup> As police learn about the problem and effective solutions, it becomes clear that, broadly speaking, the approach described in this article—using a Holdback List, recording the interview, and using the IIC to analyze the content of the confession statement—constitutes conscientious police work. When police follow these procedures, they enhance the probative value of the evidence generated,

and their work is unlikely to contribute to a wrongful conviction.

### Recommendations

Police interrogation trainers should tell trainees that "slovenly" police work, such as not using conscientious interrogation techniques like those discussed herein, will diminish the probative force of confession evidence. If police fail to take a clearly conscientious approach in a criminal case, expert testimony should point out that failure and explain its significance, both at pretrial motions and at trial.<sup>15</sup> Jury instructions should help jurors understand the importance of a recording showing a suspect revealing uncontaminated, inside information, in order to assist them in deciding how much weight to give to confession evidence.

What else can police agencies do to prevent future wrongful convictions stemming from false confessions? As mentioned above, police interrogators should be properly trained, not just to try to obtain a confession from a guilty suspect, but also to follow a procedure that will protect innocent suspects from being wrongfully convicted. To that end, every police agency should designate persons to study and fully understand Garrett's work regarding wrongful convictions.<sup>16</sup> Those persons should revisit the agencies' formal policies and procedures regarding interviews and interrogations to make sure that formal, written procedures are in place to prevent future wrongful convictions from false confessions. On an ongoing basis, police interrogators and their supervisors should be fully trained and monitored, and they should follow the agency's new interview and interrogation procedures.

Consider the following: "The ultimate test of the trustworthiness of a confession is its corroboration. The admissions, 'I shot and killed Mr. Johnson' or, 'I forced Susie Adams to have sex with me' may be elicited from an innocent juvenile or adult suspect. These admissions only become useful as evidence if they are corroborated by (1) information about the crime the suspect provides which was purposefully withheld from the suspect, and/or, (2) information not known by the police until after the confession which is subsequently verified."<sup>17</sup>

With this in mind, police interrogation trainers should help trainees develop the habit of experiencing their internal victory dance or touchdown celebration not at the moment when the suspect says, "I did it," but at moments when the full investigation reveals whether or not this suspect shows knowledge of inside information. Those are the moments when a conscientious police interrogator will experience the feeling of a job well done. ♦

### Notes:

<sup>1</sup>Dahlia Lithwick, "A Horrifying Miscarriage of Justice in North Carolina," *Slate*, September 3, 2014, [http://www.slate.com/articles/news\\_and\\_politics/jurisprudence/2014/09/henry\\_lee\\_mccollum\\_cleared\\_by\\_dna\\_evidence\\_in\\_north\\_carolina\\_after\\_spending.html](http://www.slate.com/articles/news_and_politics/jurisprudence/2014/09/henry_lee_mccollum_cleared_by_dna_evidence_in_north_carolina_after_spending.html) (accessed June 4, 2015).

<sup>2</sup>*Ibid.*

<sup>3</sup>Gregory DeClue and Charles "Skip" Rogers, "Interrogations 2013: Safeguarding against False Confessions," *The Police Chief* 79, no. 10 (October 2012): 42, 44, 46.

<sup>4</sup>Brandon L. Garrett, "Contaminated Confessions Revisited," *Virginia Law Review* 101, (forthcoming). Quotes are from the August 21, 2014 draft, [http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2485536](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2485536) (accessed September 16, 2014).

<sup>5</sup>Fred E. Inbau et al., *Criminal Interrogation and Confessions, Fifth Edition* (Burlington, MA: Jones & Bartlett Learning, 2011), 10.

<sup>6</sup>*Ibid.*, 355.

<sup>7</sup>*Ibid.*, 306.

<sup>8</sup>The forms in these appendices are currently being used by The Interviews & Interrogations Institute, <http://www.getconfessions.com> (accessed June 2, 2014).

<sup>9</sup>Memorandum, Monty Wilkins, "New Department Policy Concerning Electronic Recording of Statements," May 12, 2014, <http://archive.azcentral.com/ic/pdf/DOJ-policy-electronic-recording.pdf> (accessed June 4, 2015).

<sup>10</sup>Brandon L. Garrett, *Convicting the Innocent: Where Criminal Prosecutions Go Wrong* (Cambridge, MA: Harvard University Press, 2011), 18–19; Brandon L. Garrett, "The Substance of False Confessions," *Stanford Law Review* 62, no. 4 (2010): 1051–1119, <http://www.stanfordlawreview.org/sites/default/files/articles/Garrett.pdf> (accessed June 4, 2015).

<sup>11</sup>Garrett, "Contaminated Confessions Revisited."

<sup>12</sup>*Ibid.*, 13–15.

<sup>13</sup>*Kyles v. Whitley*, 514 U.S. 419, 446 & n. 15 (1995).

<sup>14</sup>Garrett, *Convicting the Innocent*; Garrett, "The Substance of False Confessions."

<sup>15</sup>At pretrial hearings, expert testimony regarding police procedures is relevant to the issue of voluntariness and to issues of fairness (due process). At trial, similar expert testimony can assist the jury in deciding how much weight to give to confession evidence.

<sup>16</sup>See Brandon L. Garrett, "Convicting the Innocent: Data and Materials," University of Virginia School of Law, [http://www.law.virginia.edu/html/librarysite/garrett\\_innocent.htm](http://www.law.virginia.edu/html/librarysite/garrett_innocent.htm) (accessed June 4, 2015).

<sup>17</sup>Inbau et al., *Criminal Interrogation and Confessions*.

## Appendix 1: Holdback List, Part A

*(This is prepared prior to the interview/interrogation.)*

**AGENCY CASE NO.** \_\_\_\_\_

Known Details of the Crime/Allegation
A. "Holdback" (HB) Details (Prepare a written list prior to the interview/interrogation, and do not reveal the contents to the public, witnesses, persons of interest, suspects, etc. If the suspect makes admissions, get a detailed statement from him or her without using leading questions.)
HB1.
HB2.
HB3.
HB4.
HB5.
HB6.
HB7.
HB8.
HB9.
HB10.

### PREPARED BY

PRINT NAME	SIGN NAME	DATE	TIME
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### WITNESS

PRINT NAME	SIGN NAME	DATE	TIME
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## Appendix 1: Holdback List, Part B

**AGENCY CASE NO.** \_\_\_\_\_

Unknown Details of the Crime/Allegation
B. Unknown (UK) Details: Likely known by the perpetrator, but not known by police prior to this interview/interrogation (If the suspect makes admissions, ask nonleading questions about these details – location of a weapon, where stolen goods were stored or sold, etc.)
UK1.
UK2.
UK3.
UK4.
UK5.
UK6.
UK7.
UK8.
UK9.
UK10.

### PREPARED BY

PRINT NAME	SIGN NAME	DATE	TIME
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### WITNESS

PRINT NAME	SIGN NAME	DATE	TIME
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## Appendix 2: Inside Information Checklist

**AGENCY CASE NO.** \_\_\_\_\_

The IIC can be completed after a recorded interview/interrogation, based on a transcript of the recorded interview/interrogation, plus other case evidence. Although the IIC can be filled out by the prosecutor, defense attorney, or an expert witness, it is the investigator who gathers evidence and creates the records that make this analysis possible. A completed IIC helps to show whether the suspect's statement includes inside information that was not provided to him or her during the interview/interrogation.

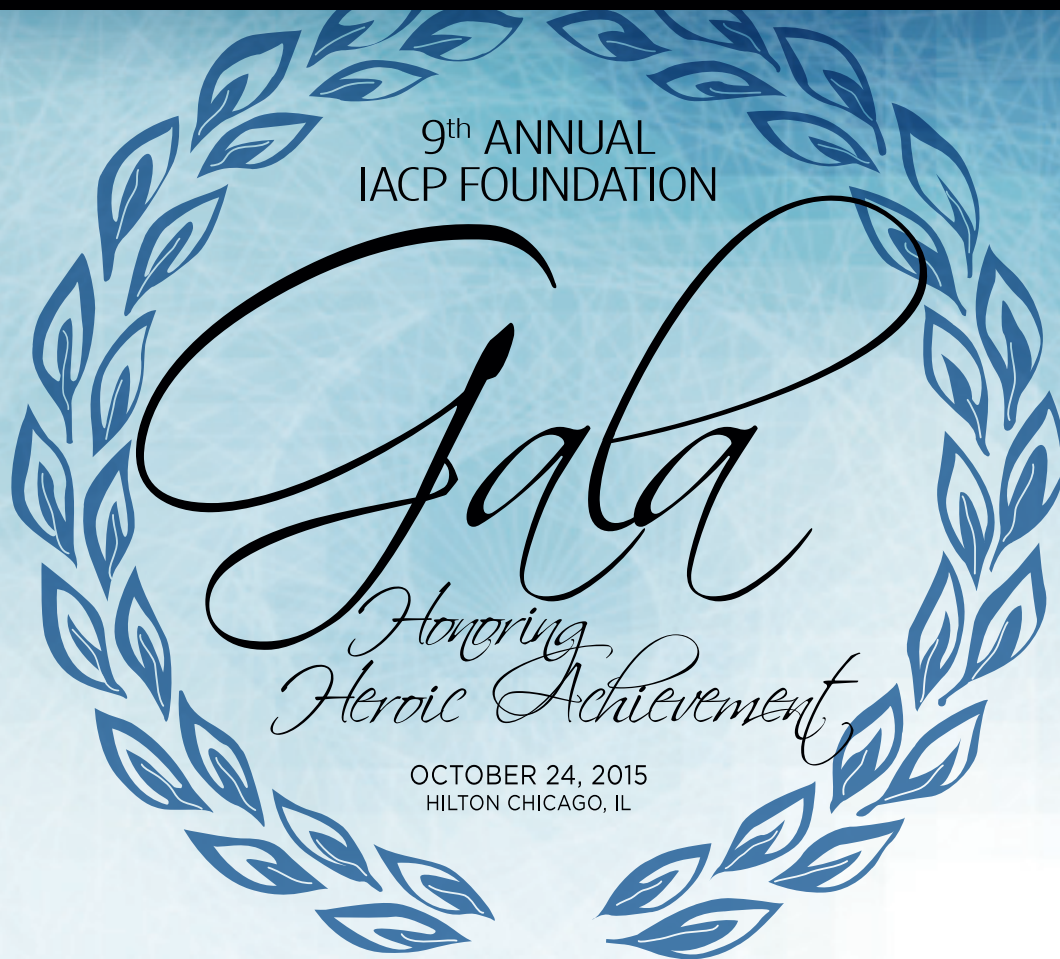
Details mentioned by the suspect during interview/interrogation	Time	Page	Line	HB?	UK?	A?	P?	Time	Page	Line
1.										
2.										
3.										
4.										
5.										
6.										
7.										
8.										
9.										
10.										
11.										
12.										
13.										
14.										
15.										

**HB:** Detail is related to an item on the written Holdback List (If yes, list item number; e.g., HB1, HB2)

**UK:** Detail is unknown to police prior to interrogation, but related to evidence revealed in subsequent investigation

**A = Accuracy:** Hit / Miss / Partial / N/A (compare detail to objective evidence in the case)

**P:** Was this detail mentioned or suggested by the police during the interview/interrogation? (Yes/No) (If yes, list time, page, and line)



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The mission of the IACP Foundation is to  
support injured and fallen officers and their  
families.

For more information contact:

Amanda Burstein

800.843.4227 x829 or [Burstein@theiacp.org](mailto:Burstein@theiacp.org)

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the FOUNDATION

[www.iacp.org/Foundation-Gala](http://www.iacp.org/Foundation-Gala)

The IACP Foundation is a not for profit 501 (c) 3 organization established to solicit, receive, administer and expend funds for law enforcement related charitable and educational purposes. Donations may be tax deductible, please check with your personal tax advisor. Federal Tax ID # 54-1576762.

# YOU AND YOUR AGENCY FACE COMPLEX CHALLENGES EVERY DAY.

**Thank You  
to the IACP  
2015 Sponsors**

PLATINUM





# DON'T GO IT ALONE IACP IS YOUR TRUSTED PARTNER.

The IACP Annual Conference and Exposition is here to help you lead your department to success in an unpredictable world. Join with fellow police leaders to hear about successful programs that are making a difference in other cities, and equip your team with proven best practices and smart strategies that work. There's no need to go it alone—rely on the knowledge and insights you'll gain here to give you a decisive edge.

## GET SOLUTIONS THAT WORK.

REGISTER for IACP 2015 TODAY! [www.TheIACPConference.org](http://www.TheIACPConference.org)

Every member of your team will benefit—more than  
200 sessions are offered in 12 targeted tracks:

- **NEW: Leadership Track**
- **Smaller Agency Track**
- **Technology and Information Sharing Track**
- **IACP Programs and Research Track**
- **Public Information Officer Section Track**
- **Foundation Track**
- **Host Department (Chicago PD) Track**
- **Legal Officers Section Track**
- **Learning Lab Track**
- **Police Physicians Section Track**
- **Psychological Services Section Track**
- **International Managers of Police Academies and College Trainers (IMPACT) Track**



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

### GOLD



### SILVER



### BRONZE



# REGISTRATION INFORMATION

October 24-27, 2015 | McCormick Place West | Chicago, IL

# IACP 2015

Full registration to IACP 2015 is limited to IACP members, qualified non-member guests, family members, and exhibitors. IACP 2015 is not open to the general public.

To take advantage of discounted registration fees complete the attached registration form and return to the IACP with payment or register online through September 9, 2015. Beginning September 10, 2015 ONLY online registrations will be accepted. Higher registration fees will apply.

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

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

## FIVE WAYS TO REGISTER

### 1. Register Online

Go to [www.theIACPconference.org](http://www.theIACPconference.org) and click on **REGISTER**. Members will need your member number. Only credit card payments are accepted online. Internet registration opens on May 6, 2015 and will be open through the conference.

### 2. Register by Fax or E-mail

Fax completed forms with credit card payments or Purchase Orders to **703-836-4543**. E-mail completed forms to [conf2015@theiacp.org](mailto:conf2015@theiacp.org). Due to registration volume, we cannot confirm fax receipt.

### 3. Register with a Check

Send completed forms with checks to:  
**IACP Conference Registration**  
**PO Box 62564**  
**Baltimore, MD 21264-2564 USA**

### 4. Register with Purchase Order

Send completed forms with Purchase Orders to:  
**IACP Conference Registration**  
**44 Canal Center Plaza, Suite 200**  
**Alexandria, VA 22314 USA**

### 5. Walk-in Registration begins October 23, 2015

Walk-in registration opens Friday, October 23, 2015, at 1:00 p.m. at the McCormick Place West Convention Center, 2301 South Lake Shore Drive, Chicago, Illinois, USA.

## QUESTIONS? CALL 800-THE-IACP



### REFUND POLICY STATEMENT

All cancellations must be made in writing and mailed, faxed (703-836-4543), or e-mailed ([conf2015@theiacp.org](mailto:conf2015@theiacp.org)) to IACP headquarters. A penalty will apply. No telephone cancellations will be accepted. It will take a minimum of six weeks to receive a refund. A 25% penalty will be assessed on all cancellations postmarked or fax/email dated on or before September 30, 2015. A 50% penalty will be assessed on cancellations postmarked or fax/e-mail dated between October 1 – 20, 2015. No refunds will be issued on or after October 21, 2015. No refunds will be given for no-shows. No refunds for Foundation Gala or Annual Banquet Tickets. Registration may be transferred to another person in your organization by written request to IACP prior to October 1, 2015. After this date all changes must be made at the conference. Additional charges may apply.

## 2015 REGISTRATION FEES

	On or Before September 9, 2015 (Discounted Rates)	September 10, 2015 and After (Online Registration/ On-site)
IACP Member*	\$350	\$425
First Time IACP Member*#	\$295	\$370
Non-member*	\$525	\$650
Family Member*+	\$125	\$125
Children 6-18*	\$45	\$45
Children 5 and under*	FREE	FREE
Expo Pass for Public Safety<	FREE	FREE
1-Day Pass^		\$85
2-Day Pass^		\$160

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

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

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

^1-Day and 2-Day Pass Registration will begin online on September 10, 2015. Individuals may register for only ONE 1-Day Pass or 2-Day Pass.

<Expo Hall registrants cannot purchase Chief's Night tickets.

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

## FREE EXPO PASS FOR PUBLIC SAFETY PERSONNEL

Sworn officers, first responders, and civilian employees of public safety and government agencies and the armed forces can register for complimentary access to the Expo Hall. Public Safety includes offices of police, sheriffs, EMS, fire service, hazmat and park rangers from federal, state, city, county, campus, and tribal agencies, and the armed forces. To qualify for this three-day Expo Hall-only pass, the recipient must work for the government or a public safety agency and will be required to show their credentials upon arrival. The IACP reserves the right to refuse ineligible registrations (Expo Hall registrants cannot purchase Chief's Night tickets).

## FIRST TIME MEMBER ATTENDEES

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

## THIS IS A SAVINGS OF OVER 15%!

### MEMBERSHIP

**SAVE 15% to 29% off the Non-member rate – Join the IACP & Register at the First Time Member Rate**

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

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

# ADVANCE REGISTRATION FORM

October 24-27, 2015 | McCormick Place West | Chicago, IL

# IACP 2015



Register on-line at [www.theIACPconference.org](http://www.theIACPconference.org)

USE THIS FORM TO SAVE ON REGISTRATON FEES UNTIL SEPTEMBER 9, 2015.  
BEGINNING SEPTEMBER 10, 2015 ONLY ONLINE REGISTRATIONS WILL BE ACCEPTED.

**Discounted Advance Registration Deadline: Must be Postmarked by September 9, 2015.**

## CHECK ONE:

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

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

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

Full Name \_\_\_\_\_

First Name for Badge \_\_\_\_\_

Title \_\_\_\_\_

Agency/Organization \_\_\_\_\_

Agency Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_

Zip/Postal Code \_\_\_\_\_ Country \_\_\_\_\_

Phone # \_\_\_\_\_ Fax # \_\_\_\_\_

E-mail Address \_\_\_\_\_

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

Name \_\_\_\_\_

Children (Under 18) Name(s) & Age(s) \_\_\_\_\_

## A. CHECK APPROPRIATE REGISTRATION TYPE

- |  |   |
|--|---|
| <input type="checkbox"/> IACP Member*: <b>\$350</b>            | <input type="checkbox"/> Children 6-18*: <b>\$45</b>                        |
| <input type="checkbox"/> First Time IACP Member*: <b>\$295</b> | <input type="checkbox"/> Children 5 & under*: <b>FREE</b>                   |
| <input type="checkbox"/> Non-member*: <b>\$525</b>             | <input type="checkbox"/> Expo Pass for Public Safety Personnel: <b>FREE</b> |
| <input type="checkbox"/> Family Member*: <b>\$125</b>          |   |

1-DAY PASS & 2-DAY PASS REGISTRATION WILL OPEN ON-LINE SEPTEMBER 10TH.

## B. IACP DUES

YES! I would like to join the IACP and take advantage of the First Timer Member Registration Rate of **\$295**:

☐ Join ☐ Renewal (See the IACP website for membership benefits and criteria)

- |   |  |
|---|--|
| <input type="checkbox"/> Active Member: <b>\$150</b>                                      | <input type="checkbox"/> Associate Member – Academic: <b>\$150</b>         |
| <input type="checkbox"/> Associate Member – General: <b>\$150</b>                         | <input type="checkbox"/> Associate Member – Service Provider: <b>\$250</b> |
| <input type="checkbox"/> Associate Member – Leader of Tomorrow Sworn Officer: <b>\$75</b> |  |

## C. (OPTIONAL) BANQUET & FOUNDATION GALA TICKETS

- |   |   |
|---|---|
| <input type="checkbox"/> YES! I would like to Purchase Tickets for the <b>2015 IACP Foundation Gala</b> to be held on Saturday, October 24, 2015. | <input type="checkbox"/> YES! I would like to Purchase Tickets for the <b>Annual Banquet</b> to be held on Tuesday, October 27, 2015. |
|---|---|

Tickets **\$200 each** # of tickets: \_\_\_\_\_ Tickets **\$100 each** # of tickets: \_\_\_\_\_  
No refunds. Pre-Conference ticket sales end October 21, 2015. No refunds. Pre-Conference ticket sales end October 21, 2015. and will continue on-site October 23, 2015.

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

TOTAL AMOUNT TO BE CHARGED (Add A, B & C): \$ \_\_\_\_\_

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

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

Acct. # \_\_\_\_\_ Exp. Date \_\_\_\_\_

Cardholder's Name \_\_\_\_\_ Billing Address \_\_\_\_\_

Signature \_\_\_\_\_

Fax completed form with credit card information to 703-836-4543. Do NOT mail and fax form—charges may be duplicated. Mail purchase order & registration form to: **IACP Conference Registration, 44 Canal Center Plaza, Suite 200, Alexandria, VA 22314 USA. E-mail forms to [conf2015@theiacp.org](mailto:conf2015@theiacp.org).**

Source Code: PCAd1

## PLEASE COMPLETE THE FOLLOWING QUESTIONS.

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

### 1. How many sworn officers in your agency?

- |                                   |   |
|-----------------------------------|---|
| <input type="checkbox"/> A. 1-5   | <input type="checkbox"/> F. 100-249       |
| <input type="checkbox"/> B. 6-15  | <input type="checkbox"/> G. 250-499       |
| <input type="checkbox"/> C. 16-25 | <input type="checkbox"/> H. 500-999       |
| <input type="checkbox"/> D. 26-49 | <input type="checkbox"/> I. 1,000 & above |
| <input type="checkbox"/> E. 50-99 | <input type="checkbox"/> J. N/A           |

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

- |   |   |
|---|---|
| <input type="checkbox"/> A. Under 2,500   | <input type="checkbox"/> E. 100,000-249,999 |
| <input type="checkbox"/> B. 2,500-9,999   | <input type="checkbox"/> F. 250,000-499,999 |
| <input type="checkbox"/> C. 10,000-49,999 | <input type="checkbox"/> G. 500,000 & above |
| <input type="checkbox"/> D. 50,000-99,999 | <input type="checkbox"/> H. N/A             |

### 3. What best describes your function/assignment?

- |  |  |
|--|--|
| <input type="checkbox"/> A. Administration                 | <input type="checkbox"/> G. Fleet Management       |
| <input type="checkbox"/> B. Field Operations               | <input type="checkbox"/> H. Purchasing             |
| <input type="checkbox"/> C. Information Technology         | <input type="checkbox"/> I. Medical/Psychological  |
| <input type="checkbox"/> D. Patrol/Investigations/Tactical | <input type="checkbox"/> J. Legal                  |
| <input type="checkbox"/> E. Communications                 | <input type="checkbox"/> K. Retired                |
| <input type="checkbox"/> F. Training                       | <input type="checkbox"/> L. Other (please specify) |
|  | <input type="checkbox"/> M. N/A                    |

### 4. What best describes your purchasing authority?

- |  |  |
|--|--|
| <input type="checkbox"/> A. Approve purchases                    | <input type="checkbox"/> D. Make suggestions to others |
| <input type="checkbox"/> B. Evaluate & recommend purchases       | <input type="checkbox"/> E. End user only              |
| <input type="checkbox"/> C. Develop specifications for purchases | <input type="checkbox"/> F. N/A                        |

### 5. Which best describes your Agency/Organization?

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

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

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

### 7. How did you hear about IACP 2015?

- |  |
|--|
| <input type="checkbox"/> A. Have attended in the past                |
| <input type="checkbox"/> B. Received brochure                        |
| <input type="checkbox"/> C. Received an e-mail                       |
| <input type="checkbox"/> D. A colleague told me about the conference |
| <input type="checkbox"/> E. Other (please specify) _____             |

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

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

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



# HOTEL INFORMATION

October 24-27, 2015 | McCormick Place West | Chicago, IL

# IACP 2015

	HOTEL	Distance to Convention Center	Rates Starting At	Shuttle Provided
1	AC Hotel Chicago Downtown	3.2 miles	\$173.00	
2	Best Western Grant Park Hotel	1.4 miles	\$161.00	
3	Burnham, a Kimpton Hotel	3.5 miles	\$235.00	
4	Chicago Marriott Downtown Magnificent Mile	3.7 miles	\$239.00	
5	Courtyard by Marriott Downtown Magnificent Mile	3.4 miles	\$199.00	
6	Courtyard by Marriott Downtown/River North	3.4 miles	\$209.00	
7	Doubletree by Hilton Chicago - Magnificent Mile	3.2 miles	\$199.00	
8	Embassy Suites Chicago Downtown	3.4 miles	\$199.00	
9	Embassy Suites Chicago Lakefront	3.1 miles	\$219.00	
10	Hampton Inn Majestic Chicago Theatre District	2.6 miles	\$209.00	
11	Hilton Chicago	2.0 miles	\$255.00	
12	Hilton Garden Inn Chicago Downtown Magnificent Mile	3.2 miles	\$209.00	
13	Homewood Suites by Hilton Chicago Downtown	3.2 miles	\$199.00	
14	Hotel Chicago, Autograph Collection	3.4 miles	\$225.00	
15	Hyatt Chicago Magnificent Mile	3.4 miles	\$219.00	
16	Hyatt Regency Chicago	3.0 miles	\$239.00	
17	Hyatt Regency McCormick Place	Attached	\$269.00	
18	Inn of Chicago Magnificent Mile	3.4 miles	\$179.00	
19	Intercontinental Chicago Magnificent Mile	3.1 miles	\$229.00	
20	Kinzie Hotel	3.8 miles	\$239.00	
21	Loews Chicago	3.2 miles	\$235.00	
22	Palmer House Hilton	2.3 miles	\$235.00	
23	Renaissance Blackstone Chicago	2.4 miles	\$225.00	
24	Residence Inn by Marriott River North	3.3 miles	\$199.00	
25	Sheraton Chicago Hotel & Towers	3.2 miles	\$239.00	
26	Silversmith Hotel Chicago Downtown	2.3 miles	\$235.00	
27	Springhill Suites by Marriott River North	3.3 miles	\$199.00	
28	Swissotel Chicago	2.9 miles	\$239.00	
29	Westin Michigan Ave	3.5 miles	\$229.00	



For more information and to book your hotel room today, visit [www.theIACPconference.org](http://www.theIACPconference.org) or call onPeak at 1-866-524-7456 Monday - Friday, 8:00 AM - 5:00 PM CST.

# CALLING ALL HEROES



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

DEADLINE FOR APPLICATIONS IS  
**FRIDAY, JULY 17, 2015.**

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

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

Four finalists will be chosen and each will receive:

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

For eligibility information and nomination form, please visit:

**[www.iacp.org/POY](http://www.iacp.org/POY)**

Amanda Burstein, IACP Foundation, 703-647-6829 or [Burstein@theiacp.org](mailto:Burstein@theiacp.org)



# 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](http://www.theiacp.org)).

## \*Associate Members

All other listings are active members.

## BOSNIA AND HERZEGOVINA

Banjuluka—Culum, Darko, Deputy Director Republika Srpska Police, Ministry of the Interior Republika Srpska, Trg Republike Srpska 1, 78000, 387 51338487, Email: [direktor@mup.vladars.net](mailto:direktor@mup.vladars.net)  
—Telic, Tatjana, Head of International Dept Republika Srpska Police, Ministry of Interior of Republika Srpska, Trg Republike Srpska 1, 78000, 387 51338487, Email: [tatjana.telic@mup.vladars.net](mailto:tatjana.telic@mup.vladars.net)

## CANADA

### Alberta

Edmonton—\*Blackburn, Graham, Sergeant, Edmonton Police Service, No 108 14315-118 Ave, T5L 4S6, (780) 975-0995, Email: [graham.blackburn@edmontonpolice.ca](mailto:graham.blackburn@edmontonpolice.ca), Web: [www.edmontonpolice.ca](http://www.edmontonpolice.ca)

### Ontario

Aurora—\*Boyd, Rebecca, Constable, York Regional Police, 47 Don Hillock Dr., L4G 0S7, (866) 876-5423, Email: [1449@yrp.ca](mailto:1449@yrp.ca)  
—Jevons, Alison, Superintendent, Ontario Provincial Police, 100 Bloomington Rd, L4G 7N5, (416) 804-7518, Email: [alison.jevons@opp.ca](mailto:alison.jevons@opp.ca)  
Toronto—Saunders, Mark, Chief of Police, Toronto Police Service, 40 College St, M5G 2J3, (416) 808-8000, Fax: (416) 808-8002, Email: [officeofthechief@torontopolice.on.ca](mailto:officeofthechief@torontopolice.on.ca), Web: [www.torontopolice.on.ca](http://www.torontopolice.on.ca)

### Quebec

Montreal—Breau, Fernand J R, Inspector/Senior Investigator, VIA Rail Canada Police Service, 3 Place Ville-Marie Ste 500, H3B 2C9, (514) 871-6244, Email: [fernand\\_breau@viarail.ca](mailto:fernand_breau@viarail.ca), Web: [www.viarail.ca](http://www.viarail.ca)  
—Finet, Jean, Communication Director, Surete Du Quebec, 1701 Rue Parthenais, H2K 3S7, (514) 596-3525, Email: [jean.finet@surete.qc.ca](mailto:jean.finet@surete.qc.ca)  
—Lambrinakos, Peter, Director, VIA Rail Police Service, 3 Place Ville-Marie Ste 500, H3B 2C9, (514) 775-3343, Email: [peter.lambrinakos@gmail.com](mailto:peter.lambrinakos@gmail.com), Web: [www.viarail.ca](http://www.viarail.ca)  
—Prud'homme, Martin, General Director, Surete Du Quebec, 1701 Rue Parthenais, H2K 3S7, (514) 598-4488, Email: [martin.prudhomme@surete.qc.ca](mailto:martin.prudhomme@surete.qc.ca)  
Nicolet—Guay, Yves, Director General, Ecole Nationale De Police Du Quebec, 350 Marguerite D'Youville St, J3T 1X4, Email: [yves.guay@enpq.qc.ca](mailto:yves.guay@enpq.qc.ca)

## DENMARK

Copenhagen—Andersen, Jesper V, Senior Advisor/Detective Sergeant, Danish National Police, Polititorvet 14, DK-1780, 45 24452816, Email: [jva001@politi.dk](mailto:jva001@politi.dk), Web: [www.politi.dk](http://www.politi.dk)  
—Andersen, Ole, Assistant National Commissioner, Danish National Police, Polititorvet 14, DK-1780, 45 21455044, Email: [ooan001@politi.dk](mailto:ooan001@politi.dk), Web: [www.politi.dk](http://www.politi.dk)

## ENGLAND

Fareham—Brooks, Paul, Head of ACRO, ACRO, PO Box 481, PO14 9FS, 44 1489569800 Ext. 192, Email: [paul.brooks@acro.pnn.police.uk](mailto:paul.brooks@acro.pnn.police.uk)  
—Readhead, Ian, Chief Executive, ACRO, PO Box 481, PO14 9FS, 44 07785310916, Email: [ian.readhead@acro.pnn.police.uk](mailto:ian.readhead@acro.pnn.police.uk)

## IRELAND

Dublin—\*Healy, Aileen, Assistant Principal Officer, Policing Authority, 7-11 Montague Ct, Montague St, 2, 353 14768606, Email: [info@policingauthority.ie](mailto:info@policingauthority.ie)

## KAZAKHSTAN

Astana—\*Beskrovnaya, Yelena, Program Manager, International Narcotics and Law Enforcement Office, U.S. Embassy Astana, 3 R Koshkarbayev Ave, 010010, 7 702100 Ext. 2314, Email: [beskrovnayae@gmail.com](mailto:beskrovnayae@gmail.com)

## MONGOLIA

Ulaanbaatar—Ganzorig, Baatar, Deputy Commissioner/Head of Public Security Dept, National Police Agency, Sambuu St 18, 4th Khoroo Chingeltei District, 11000, 976 99998098, Email: [ganzorig.b@police.gov.mn](mailto:ganzorig.b@police.gov.mn)

## NIGERIA

Abakaliki—\*Chukwuemeka, Nwode J, Principal Personal Assistant, Ebonyi State Govt Education Authority, 2 Oraifite St, 234 8035844119, Email: [willyemy.we@gmail.com](mailto:willyemy.we@gmail.com)  
Abeokuta—\*Oluwaseun, Adetokunbo, Detective, Nigeria Police Force, State Intelligent Bureau, PO Box 3786 Eleyele Ibadan, 234 8035243923, Email: [oyinkansoladamola@yahoo.com](mailto:oyinkansoladamola@yahoo.com)  
Abuja—Buba, Zainab, Assistant Superintendent of Police, Nigeria Police Force, Force Headquarters, Louis Edet House Area 11 Garki, 234 802462644, Email: [buba\\_zainab@yahoo.com](mailto:buba_zainab@yahoo.com)  
—Mohammed, Babakura, Assistant Superintendent of Police, Nigeria Police Force, Force Headquarters, Louis Edet House Area 11 Garki, 234 8033025490, Email: [babakuramohammed@yahoo.com](mailto:babakuramohammed@yahoo.com)  
—Nasiru, Mohammed, Assistant Commissioner of Police, Nigeria Police Force, Force Headquarters, Shehu Shagari Way, 234 7038621264, Email: [mnasiru100@yahoo.com](mailto:mnasiru100@yahoo.com)  
—Shaffa, Hayatu Hassan, Chief Superintendent of Police, Nigeria Police Force, Federal Capital Police Command, Maitama Divisional Police Station, 234 8033074906, Email: [hayatushaffa@yahoo.com](mailto:hayatushaffa@yahoo.com)  
—Umara, Ibrahim, Deputy Superintendent of Police, Nigeria Police Force, Special Enforcement Unit, FIRS Ndamena Crescent Wuse 2, 234 8025133973, Email: [ibrahim.umara@yahoo.com](mailto:ibrahim.umara@yahoo.com)  
Asaba—\*Adegro, Ejiroghene, Investigator, Nigeria Police Force, Dept of Criminal Investigation & Intelligence, Delta State Command, 234 8126375053, Email: [eferaco250@gmail.com](mailto:eferaco250@gmail.com)

Ibadan—Adebare, Kehinde Micheal, Assistant Superintendent of Police, Nigeria Police Force, Block 10 Rm 17 Sango Police Barracks, SARS Office, 234 8035461374, Email: [kennym2002@gmail.com](mailto:kennym2002@gmail.com)

—\*Damola Adesoye, Omonijo, Police Officer, Nigeria Police Force, Plot 2 Rd C Opposite Teachers House, Oluyole Estate, 234 8060745902, Email: [damola.omonijo@yahoo.com](mailto:damola.omonijo@yahoo.com)

—\*Moore, Charity, Inspector, Nigeria Police Force, Plot 3 Rd C Opposite Teachers House, Oluyole Estate, 234 8068618437, Email: [charitymoore17@gmail.com](mailto:charitymoore17@gmail.com)

—\*Oke, Opeyemi, Sergeant, Nigeria Police Force, Plot 3 Rd C Opposite Teachers House, Oluyole Estate, 234 929314370, Email: [yeminike39@yahoo.com](mailto:yeminike39@yahoo.com)

—\*Okediji, Oladoyin Abigail, Managing Director, Vine Creations Ltd, Plot 3 Rd C Opposite Teachers House, Oluyole Estate, 234 8023433482, Email: [vinecreations01@yahoo.com](mailto:vinecreations01@yahoo.com)

—Oluwaseyi, Segun Adedapo, Deputy Superintendent of Police, Nigeria Police Force, Plot 3 Rd C Opposite Teachers House, Oluyole Estate, 234 8139784160, Email: [oluwaseyisegun07@yahoo.com](mailto:oluwaseyisegun07@yahoo.com)

—Omonijo, Sunday Olatunji, Chief Superintendent of Police, Nigeria Police Force, Plot 3 Rd C Opposite Teachers House, Oluyole Estate, 234 8034090944, Email: [sundayomonijo60@yahoo.com](mailto:sundayomonijo60@yahoo.com)

—Salami, Janet, Superintendent of Police, Nigeria Police Force, Oyo State Command, Eleyele, 234 9033690926, Email: [jsalami@un.org](mailto:jsalami@un.org)

—\*Taofeek Abimbola, Azeze, Inspector, Nigeria Police Force, Plot 3 Rd C Opposite Teachers House, Oluyole Estate, 234 8033592833, Email: [devac90@yahoo.com](mailto:devac90@yahoo.com)

Ikeja—\*Oluwaseyi, Jane, Legal Practitioner, Jayde & Co, 81 Mobolaji Bank, Anthony Way, 234 8036228797, Email: [janeogunbiyi@yahoo.co.uk](mailto:janeogunbiyi@yahoo.co.uk)

Lagos—\*Ekpeyong Okon, Arit, Inspector, Nigeria Police Force, No 6 Betty Pride Way, Ajao Estate, 234 7030779450, Email: [aritshehu@gmail.com](mailto:aritshehu@gmail.com)

—Matilda, Umiah, Assistant Superintendent of Police, Nigeria Police Force, Block 34 Abiodun Lawson Crescent, Amuwo Odofin GRA, 234 8069090101, Email: [matildaumiah@gmail.com](mailto:matildaumiah@gmail.com)

—Odutola, Omolola, Assistant Superintendent of Police, Nigeria Police Force, Plot 11B Muri Folani St, Ogudu GRA, 234 7030779450, Email: [vigorian8@yahoo.com](mailto:vigorian8@yahoo.com)

—Okonkwo, Hilda, Assistant Superintendent of Police, Nigeria Police Force, No 6 Betty Pride Way, Ajao Estate Osolo Way, Email: [hco4real@gmail.com](mailto:hco4real@gmail.com)

—Olufofowobi Olubusayo, Sherifat, Deputy Superintendent of Police, Nigeria Police Force, No 6 Betty Pride Way, Ajao Estate, 234 7030779450, Email: [tennyzee2013@gmail.com](mailto:tennyzee2013@gmail.com)

Obalende—\*Adama, Rebecca, Police Officer, Nigeria Police Force, Line C R 2 Block 5, Ijeh Police Barracks, 234 8076632907, Email: [beckybecky2005@yahoo.com](mailto:beckybecky2005@yahoo.com)

—Adejobi, Akinade Olusegun, Superintendent of Police, Nigeria Police Force, Force Headquarters Annex, Kam Salem House Moloney, 234 8034705502, Email: [adejobiakinade@yahoo.com](mailto:adejobiakinade@yahoo.com)



—Ajao, Oluwasegun Oladimeji, Assistant Superintendent of Police, Nigeria Police Force, Force Headquarters Annex, Kam Salem House Moloney, 234 8032774938, Email: ajaooluwasegunoladimeji@yahoo.com

—David, Zacchaeus Orrire, Deputy Superintendent of Police, Nigeria Police Force, Force Headquarters Annex, Kam Salem House Moloney, 234 8036019964, Email: davidzaccky@gmail.com

—Mohammed, Aminu, Assistant Superintendent of Police, Nigeria Police Force, Force Headquarters Annex, Kam Salem House, Moloney, 234 8036252969, Email: mohammedaminu78@yahoo.com

—\*Olukoju, Benjamin Babatunde, Corporal, Nigeria Police Force, Force Headquarters Annex, Kam Salem House Moloney, 234 7062670783, Email: olukojuuben@yahoo.com

—Udeh Nicholas, Chikezie, Assistant Superintendent of Police, Nigeria Police Force, Force Headquarters Annex, Kam Salem House, Moloney, 234 8081766371, Email: nicholaschikezieudeh@yahoo.com

Port Harcourt—\*Isiani, Hope, Divisional Police Officer, Nigeria Police Force, 3 Waterboard Close, Rumuola, 234 8033095702, Email: hopinga@yahoo.com

Umuahia—Nwachukwu, Nnenna, Assistant Superintendent of Police, Nigeria Police Force, Zone 9 Headquarters, 234 8036631792, Email: mercynwachukwu@yahoo.com

## PAKISTAN

Karachi—\*Vakassi, Faisal M, Ex-Head of Financial Crime Investigation Division (FCID), Sindh Police Counter Terrorism Dept., Office of the FCID Police Headquarters Garden, (604) 401-6626, Email: faisal\_vakassi@hotmail

## SOUTH AFRICA

Mogadishu—Pillay, Anand, Lieutenant General, African Union Commission, African Union Police Component, Amisom, 27 617344512, Email: ndnpillay@yahoo.com

## TAIWAN

Taipei—Chang, James Wen-Jui, Deputy Director International Affairs Division, National Police Agency Ministry of the Interior, No 7 Jhongsiao E Rd, Sec 1 Jhongheng District, 10058, 886 223941032, Fax: 886 223419935, Email: winchang99@npa.gov.tw

—Chen, Chia-Chang, Secretary General, National Police Agency Ministry of the Interior, No 7 Jhongsiao E Rd, Sec 1 Jhongheng District, 10058, 886 223945421, Fax: 886 223415153, Email: fa651109@npa.gov.tw

—Lin, Te-Hua, Deputy Director General, National Police Agency Ministry of the Interior, No 7 Jhongsiao E Rd, Sec 1 Jhongheng District, 10058, 886 233226007, Fax: 886 223416454, Email: tehua@npa.gov.tw

—Tsao, Tony, Director International Affairs Division, National Police Agency Ministry of the Interior, No 7 Jhongsiao E Rd, Sec 1 Jhongheng District, 10058, 886 223212374, Fax: 886 223419935, Email: tony99@npa.gov.tw

## UNITED STATES

### Alabama

Adamsville—Carter, Robert W, Chief of Police, Adamsville Police Dept, 4828 Main St, 35005, (205) 674-5671, Fax: (205) 674-4088, Email: rcarter@cityofadamsville.org, Web: www.cityofadamsville.org

Arab—Ralston, Edward L, Chief of Police, Arab Police Dept, 740 N Main St, 35016, (256) 586-7525, Fax: (256) 586-9808, Email: eralston814@gmail.com, Web: www.arabcity.org

Birmingham—Stanton, Roger C, Special Agent in Charge, FBI, 1000 18th St N, 35203, (205) 279-1400, Fax: (205) 279-1410, Email: roger.stanton@ic.fbi.gov, Web: www.fbi.gov

Brundidge—Davenport, Moses, Chief of Police, Brundidge Police Dept, 115 N Main St, 36010, (334) 735-3333, Fax: (334) 735-2222, Email: chief@troycable.net

Butler—Lolley, Thomas S, Sheriff, Choctaw Co Sheriff's Office, 117 S Mulberry Ave Ste 11, 36904, (205) 459-2166, Fax: (205) 459-4666, Email: thomas.lolley@outlook.com

Heflin—Benefield, Alex J, Chief of Police, Heflin Police Dept, 242 Brockford Rd, 36264, (256) 463-2291, Fax: (256) 463-8951, Email: ajbenefield@yahoo.com

Huntsville—\*Buckner, Florence, Inspector, TVA Police, 4960 Corporate Dr Ste 125, 35805, (256) 430-4849, Email: fhbuckner@tva.gov  
Irontdale—Kellogg, Paul, Lieutenant, Irontdale Police Dept, 100 S 20th St, 35210, (205) 951-6514, Email: pkellogg@irontdalepolice.org  
Jasper—Underwood, James E, Sheriff, Walker Co Sheriff's Office, 2001 Second Ave S, 35501, (205) 302-6464, Email: sheriff@walkercountysheriff.com, Web: www.walkercountysheriff.com

Montgomery—Taylor, Philip D, Lieutenant, Alabama Law Enforcement Agency, 301 S Ripley St, 36104, (334) 353-1310, Email: philip.taylor@dps.alabama.gov

Oxford—Palmer, Steve, Captain, Oxford Police Dept, 600 Stanley Merrill Dr, 36203, (256) 835-6108, Email: spalmeropd@cablone.net

<http://www.policechiefmagazine.org>

Ozark—Walker, Marlos L, Chief of Police, Ozark Police Dept, 275 N Union Ave, 36360, (334) 774-2644, Fax: (334) 774-5641, Email: mwalker@ozarkalabama.us

Pell City—Turley, Greg, Chief of Police, Pell City Police Dept, 1905 First Ave N, 35125, Email: gturley@cityofpellcity.net

### Alaska

Anchorage—Beckner, Michael T, Lieutenant, Univ of Alaska-Anchorage Police, 2601 Providence Dr ESH 114, 99508, (907) 786-1143, Fax: (907) 786-6111, Email: mtbeckner@uaa.alaska.edu, Web: www.uaa.alaska/upd

—Bennett, John, Chief Special Agent, Alaska Railroad Police Dept, 320 W First Ave, 99501, (907) 265-2462, Fax: (907) 265-2555, Email: bennett@akrr.com

### Arizona

Avondale—Espinoza, Memo, Assistant Chief of Police, Avondale Police Dept, 11485 W Civic Center Dr, 85323, (623) 333-7000, Fax: (623) 333-0701, Email: mespinoza@avondale.org, Web: www.avondale.org

Chandler—Christensen, Matthew M, Commander, Chandler Police Dept, PO Box 4008, 85244, (480) 782-4821, Fax: (480) 782-4930, Email: matt.christensen@chandleraz.gov, Web: www.chandlerpd.com

—\*Edel, William, Police Technology Director, Chandler Police Dept, 250 E Chicago St, 85225, (480) 782-4153, Email: william.edel@chandleraz.gov, Web: www.chandlerpd.com

—\*Greeley, Randall, Planning and Research Manager, Chandler Police Dept, PO Box 4008, MS 303M, 85244, (480) 782-4082, Email: randall.greeley@chandleraz.us, Web: www.chandlerpd.com

—Upshaw, Edward G, Commander, Chandler Police Dept, 250 E Chicago St, 85225, (480) 782-4840, Fax: (480) 782-4880, Email: edward.upshaw@chandleraz.gov, Web: www.chandlerpd.com

—Walters, Dale A, Commander, Chandler Police Dept, PO Box 4008, 85244, (480) 782-4869, Fax: (480) 782-4444, Email: dale.walters@chandleraz.gov, Web: www.chandlerpd.com

Phoenix—Rosenberger, Michael, Deputy Director, Arizona Dept of Liquor Licenses and Control, 800 W Washington Ste 500, 85007, (602) 542-9076, Email: michael.rosenberger@azliquor.gov

Tempe—Foster, Patrick C, Assistant Chief of Police, Arizona State Univ Police Dept, PO Box 871812, 85287-1812, (480) 965-7747, Fax: (480) 965-2111, Email: patrick.foster@asu.edu, Web: www.asu.edu/police

—\*Watson, Angelique, Technical Services Manager, Tempe Police Dept, 120 E Fifth St, 85281, Email: angelique\_watson@tempe.gov

Tucson—\*Cotner, Chadwick, Supervisory Border Patrol Agent, U.S. Border Patrol, 2430 S Swan Rd, 85711, (520) 360-8777, Email: chadwick.v.cotner@cbp.dhs.gov

—Lewis, James S, Resident Agent in Charge, U.S. Secret Service, 1 S Church Ave Ste 1950, 85701, (520) 622-6822, Fax: (520) 622-6830, Email: jslewisjr@comcast.net

—Turner, Jennifer M, Lieutenant, Tucson Police Dept, 270 S Stone Ave, 85701, (520) 429-0394, Email: jennifer.turner@tucsonaz.gov

### Arkansas

Atkins—Pack, Stephen P, Chief of Police, Atkins Police Dept, 305 E Main, 72823, (479) 641-1811, Fax: (479) 641-1861, Email: stephen.pack05@yahoo.com

Bono—Parrish, Michael P, Chief of Police, Bono Police Dept, 241 E College, 72416, (870) 932-0100, Fax: (870) 930-9040, Email: mparrish@cityofbono.com

Camden—Cook, Jami L, Director, Arkansas Commission on LE Standards & Training, PO Box 3106, 71711, (870) 574-1810, Email: jami.l.cook@arkansas.gov, Web: www.clest.org

Harrison—Woodruff, Paul A, Chief of Police, Harrison Police Dept, PO Box 1715, 72602, (870) 741-5463, Fax: (870) 741-2147, Email: pwoodruff@harrisonpd.org

Hot Springs—Stachey, Jason W, Assistant Chief of Police, Hot Springs Police Dept, 641 Malvern Ave, 71901, (501) 321-6789, Email: jstachey@cityhns.net

Jonesboro—Waterworth, Lynn, Captain, Jonesboro Police Dept, 1001 S Caraway Rd, 72401, Email: lynnw@jonesboro.org

Little Rock—Finger, Alex U, Troop Commander/Captain, Arkansas State Police, 1 State Police Plaza Dr, 72209, (501) 618-8269, Fax: (501) 618-8284, Email: alex.finger@asp.arkansas.gov, Web: www.asp.arkansas.gov

—Rockefeller, Andrea, Sergeant, England Police Dept, 110 NW Second St, 72046, (501) 842-2311, Email: arockefeller@cityofengland.org

—\*Withers, Anthony, Patrolman, Little Rock Police Dept, 700 W Markham St, 72201, (501) 316-7704, Email: awithers@littlerock.org

—\*Yelland, Thomas, Field Training Officer, Little Rock Police Dept, 700 W Markham St, 72201, (501) 909-2446, Email: tyelland@littlerock.org  
Mc Gehee—White, Jim, Chief of Police, McGehee Police Dept, PO Box 135, 71654, (870) 222-3636, Fax: (870) 222-4859, Email: chiefjimwhite101@gmail.com

### Armed Forces Europe, Middle East

AP0—Salm, Adam, Captain, U.S. Army, CMR 411 Box 774, 09112, (314) 475-2536, Email: adamsalm10@gmail.com

DPO—Fairchild, Lon, Special Agent in Charge, U.S. Dept of State Diplomatic Security Service, Unit 7600 Box 3201, 09710, (703) 268-8632, Email: lonfairchild@gmail.com

### California

Bakersfield—Tunncliffe, Scott, Chief Investigator, Kern Co District Attorney's Office, 1215 Truxtun Ave 3rd Fl, Bureau of Investigation, 93301, (661) 868-7602, Email: stunncliffe@co.kern.ca.us

Baldwin Park—Bartolotti, Joe, Captain, Baldwin Park Police Dept, 14403 E Pacific Ave, 91706, (626) 813-5226, Email: jbartolotti@baldwinpark.com

Bell Gardens—Barnes, Robert, Chief of Police, Bell Gardens Police Dept, 7100 S Garfield Ave, 90201, (562) 806-7691, Fax: (562) 806-6291, Email: rbarnes@bgpd.org

Beverly Hills—\*Albanese, Elisabeth, Detective Sergeant, Beverly Hills Police Dept, 464 N Rexford Dr, 90210, (310) 285-2142, Email: ealbanese@beverlyhills.org

Ceres—Smith, Brent, Chief of Police, Ceres Police Dept, 2727 Third St, 95307, (209) 538-5726, Fax: (209) 538-5707, Email: brent.smith@ci.ceres.ca.us

Colusa—Fitch, Joshua, Chief of Police, Colusa Police Dept, 260 Sixth St, 95932, (530) 458-7777, Email: jfitch@colusapd.org

Covina—Pearman, Jerry, Lieutenant, West Covina Police Dept, 603 N Garsden Ave, 91724, (626) 523-4093, Email: jerry.pearman@wcpd.org

El Segundo—\*Garcia, Jimmy R, Cyber Investigations, Mitre Corp, 2401 E El Segundo Blvd, 90245, (213) 379-1713, Email: jimmy.garcia@ic.fbi.gov

Exeter—Bush, Clifton L, Chief of Police, Exeter Police Dept, 100 N C St, 93221-1805, (559) 592-3103, Fax: (559) 592-3346, Email: cbush@exeterpd.com

Highland—\*Weaver, Mark, Major Ret, New Mexico State Police, 6622 Rainbow Pl, 92346, (909) 717-2935, Email: markweaveriam@gmail.com

Hopland—Scalercio, Michael, Chief of Police, Hopland Tribal Police Dept, 3000 Shanel Rd, 95449, (707) 744-8766 Ext. 1607, Email: msclercio@hoplandtribe.com

Kingsburg—Dadian, Neil, Chief of Police, Kingsburg Police Dept, 1300 California St, 93631, (559) 897-2931, Fax: (559) 897-2265, Email: neil.dadian@fcle.org, Web: www.cityofkingsburg-ca.gov

Lake Elsinore—Hollingsworth, Leonard D, Captain, Riverside Co Sheriff's Office, 333 Limited Ave, 92530, (951) 245-3333, Email: lholling@riversidesheriff.org

Lakeport—Martin, Brian L, Sheriff/Coroner, Lake Co Sheriff's Office, 1220 Martin St, 95453, (707) 262-4091, Fax: (707) 262-4220, Email: brian.martin@lakecountycga.gov, Web: www.lakesheriff.com

Long Beach—Luna, Robert G, Chief of Police, Long Beach Police Dept, 400 W Broadway, 90802, (562) 570-7301, Fax: (562) 570-7114, Email: robert.luna@longbeach.gov

Menlo Park—Fong, Regan, Special Agent in Charge, Transportation Security Administration, 345 Middlefield Rd MS-525, 94025, (650) 833-7101, Email: regan.fong@dhs.gov

Modesto—Armendariz, Rick, Captain, Modesto Police Dept, 600 10th St, 95354, (209) 652-1820, Email: armendariz@modestopd.com

—Gundlach, Craig, Lieutenant, Modesto Police Dept, 600 10th St, 95354, (209) 572-9513, Email: gundlach@modestopd.com

Newman—Short, Brett, Lieutenant, Newman Police Dept, 1200 Main St, PO Box 787, 95360, (209) 862-2902, Email: bshort@cityofnewman.com

Ontario—Bertagna, Terry, Captain, Ontario Police Dept, 2500 S Archibald Ave, 91761, (909) 395-2780, Email: tbertagna@ontariopolice.org

—Dufour, Gary, Captain, Ontario Police Dept, 2500 S Archibald Ave, 91761, (909) 395-2825, Email: gdufour@ontariopolice.org

—\*Polk, Darryl, Administrative Services Manager, Ontario Police Dept, 2500 S Archibald Ave, 91761, (909) 395-2890, Email: dpolk@ontariopolice.org

—Williams, Derek, Deputy Chief of Police, Ontario Police Dept, 2500 S Archibald Ave, 91761, (909) 395-2915, Email: dwilliams@ontariopolice.org

Orange—Cahill, Dan, Captain, Orange Police Dept, 1107 N Batavia St, 92687, (714) 744-7430, Fax: (714) 744-7428, Email: dcacahill@orangepd.org, Web: www.cityoforange.org

Paso Robles—\*Teixeira, Michael, Instructor, Cavanaugh & Associates DUI Seminar, 1681 Buggywhip Ln, 93446, (805) 712-8674, Email: tex8135@gmail.com

Porterville—Hall, John, Captain, Porterville Police Dept, 350 N D St, 93257, (559) 782-7405, Email: jhall@ci.porterville.ca.us

Rancho Cucamonga—\*Stewart, Scott, Senior Sales Executive, Xerox, 6949 Hillhurst Ct, 91739, (909) 948-0776, Email: scott.stewart@xerox.com

Redding—\*Murrison, Kitt, Psychologist, Kitt Murrison Phd, 2757 Bechell Ln, 96087, (530) 515-6312, Email: kittmurrison@gmail.com

Roseville—\*Hutchings, Carol, Executive Assistant, HTCIA, 3288 Goldstone Dr, 95747, (916) 408-1751, Email: carol@htcia.org

San Bernardino—Goodman, Darren L, Captain, San Bernardino Co Sheriff's Dept, PO Box 9037, 92427, (909) 473-2532, Fax: (909) 473-2568, Email: dgoodman@sbcsd.org

San Diego—Barletta, Michael, Commander, San Diego Co Sheriff's Dept, 9621 Ridgehaven Ct, 3rd Fl Rm 367, 92123, (858) 974-2426, Fax: (858) 974-2180, Email: mike.barletta@sdsdsheriff.org

Santa Cruz—\*Fowler, Donald, Vice President Business Development, Predpol Predictive Policing, 2801 Mission St Ste 2803, 95060, Email: donnie@predpol.com

Stockton—\*Casey, Bridget, Chaplain, Stockton Police Dept, 938 Coach St, 95209, (209) 200-1905, Email: chaplain.bridget@gmail.com  
Union City—McAllister, Darryl, Chief of Police, Union City Police Dept, 34009 Alvarado Niles Rd, 94587, (510) 675-5250, Email: darrylm@unioncity.org

—Rinetti, Jared, Captain, Union City Police Dept, 34009 Alvarado Niles Rd, 94587, (510) 760-7589, Email: jaredr@unioncity.org

Ventura—Thomas, Robert, Captain, Ventura Co Sheriff's Office, 800 S Victoria Ave, 93009, (805) 654-2307, Email: robert.thomas@ventura.org

## Colorado

Alamosa—Jackson, Robert L, Sheriff, Alamosa Co Sheriff's Office, 1315 17th St, 81101, (719) 589-6608, Fax: (719) 589-6134, Email: rjackson@alamosacounty.org

—Oakes, Duane C, Chief of Police, Alamosa Police Dept, 425 Fourth St, 81101, (719) 587-2011, Fax: (719) 589-5257, Email: doakes@ci.alamosa.co.us

Colorado Springs—Elder, William D, Sheriff, El Paso Co Sheriff's Office, 27 E Vermijo Ave, 80903, (719) 520-7202, Email: bilfelder@elpasoco.com, Web: www.epcsheffsoffice.com

—Rigdon, James, Commander, Colorado Springs Police Dept, 705 S Nevada Ave, 80903, (719) 444-7759, Email: rigdonja@ci.colospgs.co.us

—Wilson, Kirk, Commander, Colorado Springs Police Dept, 705 S Nevada Ave, 80903, (719) 444-7475, Email: wilsonki@springsgov.com

Commerce City—Chatman, Harold, Commander, Commerce City Police Dept, 7887 E 60th Ave, 80022, (303) 727-3968, Email: hchatman@c3gov.com

Denver—Andrist, Chris G, Deputy Director, Colorado Bureau of Investigation, 710 Kipling St Ste 200, 80215, (303) 239-4221, Email: chris.andrist@state.co.us

—Archer, Barb, Lieutenant, Denver Police Dept, 1331 Cherokee St, 80204, (720) 641-2224, Email: barb.archer@denvergov.org

Eagle—Stauffer, Karl J, Chief of Police, Eagle Police Dept, PO Box 609, 200 Broadway, 81631, (970) 328-6351, Fax: (970) 328-9659, Email: jstauffer@townofeagle.com, Web: www.townofeagle.org

—Van Beek, James, Sheriff, Eagle Co Sheriff's Office, PO Box 359, 81631, (970) 328-8500, Fax: (970) 328-1448, Email: james.vanbeek@eaglecountyus

Englewood—\*Moreau, Gordon, Student, Colorado State Univ Global Campus, 7800 E Orchard Rd, 80111, (760) 799-2405, Email: gordon.moreau@csuglobal.edu

Glendale—\*Cazzell, Gregory, Detective Sergeant, Glendale Police Dept, 950 S Birch St, 80246, (303) 435-8977, Email: gcazzell@regis.edu  
Greeley—Turk, Adam, Lieutenant, Greeley Police Dept, 2875 W 10 St, 80634, (970) 351-5381, Fax: (970) 350-9655, Email: adam.turk@greeleypd.com

Pueblo—Noeller, Steven, Captain, Pueblo Police Dept, 200 S Main St, 81003, (719) 553-2926, Email: chrisonoeller@yahoo.com

## Connecticut

Avon—\*Fleming, Kevin, Sergeant, Avon Police Dept, 60 W Main St, 06001, (860) 402-4218, Fax: (860) 409-4206, Email: kfleming@avonct.gov, Web: www.avonct.gov

—\*Gannon, David, Sergeant, Avon Police Dept, 60 W Main St, 06001, (860) 409-4226, Fax: (860) 409-4206, Email: dgannon@avonct.gov, Web: www.avonct.gov

—\*Jacius, Thomas, Sergeant, Avon Police Dept, 60 W Main St, 06001, (860) 409-4242, Fax: (860) 409-4206, Email: tjaci@avonct.gov, Web: www.avonct.gov

—\*Lazinsk, Adam, Sergeant, Avon Police Dept, 60 W Main St, 06001, (860) 409-4245, Fax: (860) 409-4206, Email: alazinsk@avonct.gov, Web: www.avonct.gov

Clinton—Carbone, John F, Deputy Chief of Police, Clinton Police Dept, 170 E Main St, 06413, (860) 669-0451, Fax: (860) 664-4999, Email: jcarbone@clintonct.org

Danbury—McColgan, Shaun J, Deputy Chief of Police, Danbury Police Dept, 375 Main St, 06810, (203) 797-4602, Fax: (203) 797-4661, Email: s.mccolgan@danbury-ct.gov

Milford—\*Milliman, Rich, CEO, Hart Halsey LLC, 281 Naugatuck Ave Ste 5, 06460, (203) 216-9742, Email: rmilliman@harthalsey.com

Norwich—Daley, Patrick J, Deputy Chief of Police, Norwich Police Dept, 70 Thames St, 06360, (860) 886-5561 Ext. 116, Fax: (860) 886-4552, Email: pdaley@cityofnorwich.org

Winchester—Fitzgerald, William T, Chief of Police, Winchester Police Dept, 338 Main St, 06098, (860) 379-2721, Email: wnchstr.pd@snet.net

Windsor Locks—Smith, Clifford E, Lieutenant, Windsor Locks Police Dept, 4 Volunteer Dr, 06096, (860) 627-1461, Fax: (860) 292-6389, Email: csmith@windsorlockspolice.com

## Delaware

Milton—Cornwell, John, Captain/Acting Chief of Police, Milton Police Dept, 101 Federal St, 19968, (302) 684-8547 Ext. 102, Email: john.cornwell@cj.state.de.us

## Florida

Bradenton—Cramer, Josh, Captain, Bradenton Police Dept, 100 10th St W, 34205, (941) 932-9320, Fax: (941) 932-9393, Email: josh.cramer@cityofbradenton.com, Web: www.cityofbradenton.com

—Fowler, William B, Captain, Bradenton Police Dept, 100 10th St W, 34205, (941) 932-9392, Fax: (941) 932-9393, Email: william.fowler@cityofbradenton.com, Web: www.cityofbradenton.com

Bunnell—Troiano, James J, Director, Flagler Co Sheriff's Office, 1001 JJ.S.ice Ln, 32110, (386) 586-4805, Email: jtioano@flaglersheriff.com, Web: www.flaglersheriff.com

Daytona Beach—Capri, Craig, Deputy Chief of Police, Daytona Beach Police Dept, 129 Valor Blvd, 32114, (386) 671-5385, Email: capric@dbpd.us

Defuniak Springs—Casavant, Andrew, Lieutenant, Walton Co Sheriff's Office, 752 Triple G Rd, 32433, (850) 892-8186, Email: acasavant@waltonso.org

Doral—\*Celis, Luis E, Sergeant, Doral Police Dept, 6100 NW 99 Ave, 33178, (305) 593-6699, Fax: (786) 871-1501, Email: luis.celis@doralpd.com, Web: www.cityofdoral.com

—\*Granda, Ricardo, Sergeant, Doral Police Dept, 6100 NW 99 Ave, 33178, (305) 593-6699, Fax: (786) 871-1501, Email: ricardo.granda@doralpd.com, Web: www.cityofdoral.com

—\*Mercado, Nilsa, Sergeant, Doral Police Dept, 6100 NW 99 Ave, 33178, (305) 593-6699, Fax: (786) 871-1501, Email: nilsa.mercado@doralpd.com, Web: www.cityofdoral.com

—\*Sanchez, Edwin, Sergeant, Doral Police Dept, 6100 NW 99 Ave, 33178, Email: edwin.sanchez@doralpd.com, Web: www.cityofdoral.com

Fort Lauderdale—DiMaggio, Michael A, Lieutenant Colonel, Broward Co Sheriff's Office, 2601 W Broward Blvd, 33312, (454) 888-5256, Email: michael.dimaggio@bso.io.org, Web: www.sheriff.org

—\*Gronowetter, Arlen Jay, President, The Wall, 3750 Galt Ocean Dr, 33308, (954) 561-3380, Email: thewall815@aol.com

Gulf Breeze—\*Welch, Rickie, President, JCA Consulting, 362 Gulf Breeze Pkwy Ste 405, 32561, (703) 579-7486, Email: rwelch2980@aol.com

—Allen, Edward K, Lieutenant, Gulf Stream Police Dept, 264 Sea Rd, 33483, (561) 278-8611, Fax: (561) 276-2528, Email: eallen@gulf-stream.org

Gulfport—Farrand, Mary A, Lieutenant, Gulfport Police Dept, 2401 53rd St S, 33707, (727) 893-1055, Fax: (727) 552-1351, Email: mfarrand@mgulfport.us, Web: www.gulfportpolice.com

Jupiter—\*Gregg, David, President, Integrity Investigations, PO Box 1783, 33468, (561) 721-3900, Fax: (561) 747-0422, Email: dave@integrityinvestigations.com

Lake Mary—Biles, Michael L, Lieutenant, Lake Mary Police Dept, 165 E Crystal Lake Ave, 32746, (407) 585-1310, Fax: (407) 585-1375, Email: mbiles@lakemaryfl.com, Web: www.lakemaryfl.com

Lakeland—Holland, Richard A, Deputy Chief, Florida Polytechnic Univ Police, 4700 Research Way, 33805-8531, (863) 874-8471, Email: rholland@flpoly.org

Lecanto—Smith, Bradley, Lieutenant, Citrus Co Sheriff's Office, 3549 Saunders Way, 34461, (352) 726-4488, Fax: (352) 249-2735, Email: bradsmith@sheriffcitrus.org, Web: www.sheriffcitrus.org

Lynn Haven—Riemer, Matthew E, Major, Lynn Haven Police Dept, 108 E Ninth St, 32444, (850) 265-1112, Fax: (850) 265-7337, Email: riemerme@flcnj.net, Web: www.cityoflynnhaven.com

Marianna—Baggett, Hayes, Chief of Police, Marianna Police Dept, PO Box 936, 32446, (850) 526-3625, Fax: (850) 526-5423, Email: baggett@flcnj.net, Web: www.cityofmarianna.com

Miami—Colina, Jorge, Assistant Chief of Police, Miami Police Dept, 400 NW Second Ave, 33128, (305) 603-6125, Email: jorge.colina@miami-police.org

Orlando—\*Medel, Brenda L, Accreditation/Policy Coordinator, Orange Co Sheriff's Office, 2500 W Colonial Dr, 32804, (407) 254-7383, Fax: (407) 254-7181, Email: brenda.medel@ocfl.net, Web: www.ocso.com

—Stockdreher, Derrick P, Lieutenant, Univ of Central Florida Police Dept, PO Box 163550, 32816-3550, (407) 823-5691, Fax: (407) 823-2463, Email: derrick.stockdreher@ucf.edu

Sanford—\*Allen, Jacob, Student, Seminole State College, 100 Weldon Blvd, 32773, (407) 520-9969, Email: ja.seminole1@gmail.com

Sarasota—Jaress, Lori L, Lieutenant, Sarasota Police Dept, 2099 Adams Ln, 34237, (941) 809-3033, Fax: (941) 954-7048, Email: lori.lee.jaress@sarasotagov.com

—Reed, Jason J, Lieutenant, Sarasota Police Dept, 2099 Adams Ln, 34237, (941) 915-1700, Email: jason.reed@sarasotagov.com

—Rieser, James, Lieutenant, Sarasota Police Dept, 2099 Adams Ln, 34237, (941) 954-7093, Email: james.rieser@sarasotagov.com

—Shoemaker, Steven R, Lieutenant, Sarasota Police Dept, 2099 Adams Ln, 34237, (941) 954-7027, Email: steven.shoemaker@sarasotagov.com

Spring Hill—\*Sherron, Hugh, Regional Manager of Investigations, Cisco Operational Security, 4377 Commercial Way Ste 124, 34606, (813) 476-9639, Email: hsherron@cisco.com

Tallahassee—\*Schaeffer, Charles I, Director, Florida Dept of Law Enforcement, 2331 Phillips Rd, 32308, (850) 410-7100, Fax: (850) 488-8188, Email: charlesschaeffer@fdle.state.fl.us, Web: www.fdle.state.fl.us

Tampa—\*Prest, Mark, VP Business Development, MobileTec International Inc, 14502 N Dale Mabry Hwy Ste 226, 33618, (800) 972-8333, Email: mprest@mobiletec.net

West Palm Beach—DiBerardino, Richard, Lieutenant, Palm Beach Co Sheriff's Office, 3228 Gun Club Rd, 33406, (561) 688-3000, Fax: (561) 681-4467, Email: diberardino@pbso.org

—Murray, Sean, Captain/Command Duty Officer, Palm Beach Co Sheriff's Office, 3228 Gun Club Rd, 33406, Email: murraysp@pbso.org

Windermer—\*Benner, Michael, Patrolman Ret, Palos Park IL, 6442 Cartmel Ln, 34786, (630) 561-2941, Email: mbenner1547@gmail.com

## Georgia

Americus—Carney, Brian B, Chief of Police, Americus Police Dept, 119 S Lee St, 31709, (229) 924-3677, Email: bcarney@americusga.gov, Web: www.americusga.gov

Atlanta—Cavender, Barbara, Major/Chief of Staff, Atlanta Police Dept, 226 Peachtree St SW, Atlanta Public Safety Bldg, 30303, (404) 245-8038, Email: bcavender@atlantaga.gov

—Kondracki, Lacey, Program Manager, Board of Regents Univ System of Georgia, 270 Washington St SW, 30334, (404) 962-3189, Email: lacey.kondracki@usg.edu

—Paradies, Richard, Major, Metropolitan Medical Strike Force DHS, 3344 Peachtree Rd NE, Ste 3704, 30326, (404) 992-6800, Email: rickprince1@comcast.net

College Park—Braxton, Bruce, Lieutenant, College Park Police Dept, 3717 College St, 30337, (678) 571-8833, Email: braxton1@aol.com

Doraville—Brinkley, Rodney, Captain, Doraville Police Dept, 3750 Park Ave, 30340, (770) 936-3843, Email: rodney.brinkley@doravillega.us

Fayetteville—Babb, Barry, Sheriff, Fayette Co Sheriff's Office, 155 Johnson Ave, 30214, (770) 461-6353, Email: bbabb@fayettecountygga.gov, Web: www.fayettesheriff.org

Hogansville—Whitt, Edward E, Lieutenant, Hogansville Police Dept, 117 Lincoln Ave, 30230, (706) 637-6648, Email: ewhitt@hogansvillepd.com

—Wolfe, Richard C, Lieutenant, Hogansville Police Dept, 117 Lincoln St, 30230, (706) 637-6648, Fax: (706) 637-9933, Email: rwolfe@hogansvillepd.com

McRae—Wesley, Neds L, Chief of Police, Telfair Co Board of Education Police Dept, 3 W Hwy 280, 31055, (229) 868-7465, Email: nwesley@telfairschools.org

Powder Springs—Cochran, Michael R, Major/Operations Division Commander, Powder Springs Police Dept, 1114 Richard D Sailors Pkwy, 30127, (770) 943-1616 Ext. 232, Fax: (770) 943-8027, Email: mcochran@cityofpowdersprings.org

Statesboro—Bryan, Robert W, Major, Statesboro Police Dept, 25 W Grady St, 30458, (912) 212-2302, Fax: (912) 688-6077, Email: rob.bryan@statesboroga.gov

—Forney, Charles D, Patrol Captain, Statesboro Police Dept, 25 W Grady St, 30458, (912) 764-9911, Fax: (912) 489-5050, Email: charles.forney@statesboroga.gov

—Moore, Dennis Kaleb, Lieutenant/Training Bureau Commander, Statesboro Police Dept, 25 W Grady St, 30458, (912) 212-2316, Fax: (912) 688-6077, Email: kaleb.moore@statesboroga.gov

—Winskey, James L, Lieutenant/Investigations Bureau Commander, Statesboro Police Dept, 25 W Grady St, 30458, (912) 764-9911, Fax: (912) 764-8363, Email: james.winskey@statesboroga.gov

Winder—Develasco, Eduardo, Major, Winder Police Dept, 25 E Midland Ave, PO Box 566, 30680, (786) 367-5818, Email: eduardo.develasco@cityofwinder.com

## Hawaii

Schofield Barracks—Crane, Michael, Commander, U.S. Army 19th MP Battalion (CID), Bldg 1411 1045 Kelly Rd, 96587, (808) 397-1321, Email: michael.p.crane3.mil@mail.mil

Waipahu—Shiraishi, Gordon K, Major, Honolulu Police Dept, 93-093 Waipahu Depot St, 96797, (808) 723-8300, Fax: (808) 677-7394, Email: gshiraishi@honolulu.gov

## Idaho

Jerome—Rausch, Robert, Lieutenant, Idaho State Police, 218 W Yakima St, 83338, (208) 324-6011, Email: robert.rausch@isp.idaho.gov



## Illinois

Bolingbrook—Tepfel, Ken, Deputy Chief of Police, Bolingbrook Police Dept, 375 W Briarcliff Rd, 60440, (630) 226-8696, Email: ktepfel@bolingbrook.com

Centralia—Krutsinger, Doug R, Chief of Police, Centralia Police Dept, 222 S Poplar St, 62801, (618) 533-7603, Fax: (618) 533-7921, Email: krutsid100@yahoo.com, Web: www.cityofcentralia.org

Chicago—\*Bayless, Dave, Principal, Bayless Communications LLC, 6814 N Jean Ave, 60646, (312) 533-0059, Email: baylessdave@gmail.com

—\*Brown, Jeffrey, Deputy Director Labor, Cook County, 118 N Clark St Rm 833, 60602, (773) 562-9534, Email: jmilesbrown@gmail.com  
—Fogarty, Matthew, Special Agent in Charge, Norfolk Southern Railway Police, 2040 E 106th St, 60617, Email: matthew.fogarty@nscorp.com

—\*Johnson, Brian, Account Executive Public Safety and Justice, Software AG, 1522 W Juneway Terr, 60626, (312) 985-9105, Email: brian.johnson@softwareag.com

—\*Maida, Charles, Sergeant, Chicago Police Dept, 1011 S Homan Ave, 60624, Email: chasmaida@att.net

—Riccio, Anthony J, Chief Bureau of Organized Crime, Chicago Police Dept, 3510 S Michigan, 60653, (312) 745-6086, Fax: (312) 745-6867, Email: anthony.riccio@chicagopolice.org

Danvers—Kemp, Michael S, Chief of Police, Danvers Police Dept, 105 S Broadway, 61732, (309) 963-6330, Fax: (309) 963-4050, Email: danverspd@hotmail.com

Downers Grove—Nehls, James R, Lieutenant, Downers Grove Police Dept, 825 Burlington Ave, 60515, (630) 434-5683, Fax: (630) 434-5690, Email: jnehl@downers.us

Earlville—Plumlee, Clarence, Chief of Police, Earlville Police Dept, 210 W Railroad St Box 416, 60518, (815) 538-4200, Email: earlchief1@mcshi.com

East Saint Louis—Keller, Aubrey, Chief of Police, Washington Park Police Dept, 5621 Forest Blvd, 62204, (618) 874-0115, Fax: (618) 874-0344, Email: washpark.chief1@yahoo.com

Franklin Park—Law, Todd R, Acting Deputy Chief of Police, Canadian Pacific Police Service, 11306 Franklin Ave, 60131, (612) 751-5999, Fax: (630) 860-4885, Email: todd\_law@cppoliceservice.com, Web: www.cppoliceservice.com

Glen Carbon—Link, Todd A, Chief of Police, Glen Carbon Police Dept, 149 N Main St, PO Box 550, 62034, (618) 288-2617, Fax: (618) 288-3929, Email: tink@glen-carbon.il.us

Lebanon—\*Schlau, Kimberly, Executive Director, Jessica and Kelli Uhl Memorial Foundation, 1201 Natallyns Trace, 62254, (618) 407-2321, Email: kim@jessicaandkellihl.com

Lincoln—Adams, Paul T, Deputy Chief of Police, Lincoln Police Dept, 911 Pekin St, 62656, (217) 732-2151, Fax: (217) 732-4589, Email: padams@lincolnpolice.us, Web: www.lincolnpolice.us

Lyons—Buckley, Matthew A, Deputy Chief of Police, Lyons Police Dept, 4200 S Lawndale Ave, 60534, (708) 442-4883, Fax: (708) 447-8038, Email: mbuckley@lyonspolice.org

Marion—Morrow, Tina, Interim Assistant Chief of Police, Marion Police Dept, 1001 W Deyoung, 62959, (618) 993-2124 Ext. 1211, Email: tmorrow009@marionpolicedept.com

Marseilles—Sangston, Kenneth L, Captain, Marseilles Police Dept, 142 Lincoln St, 61341, (815) 795-2131, Fax: (815) 795-4209, Email: captainsangston@mtco.com, Web: www.marseillespd.com

Meredosia—Williams, Curtis W, Chief of Police, Meredosia Police Dept, 924 State Hwy 104, 62665, (217) 584-1351, Fax: (217) 584-1911, Email: curtv1988@gmail.com

Morris—Dite, Brent A, Chief of Police, Morris Police Dept, 200 E Chapin St, 60450, (815) 942-6503, Fax: (815) 942-2853, Email: bdite@morrispolice.org, Web: www.morrispolice.org

Mundelein—DuHamel, Gary, Commander, Mundelein Police Dept, 221 N Lake St, 60060, (847) 968-3771, Fax: (847) 949-9238, Email: gduhamel@mundelein.org

—Kliora, Fred, Commander, Mundelein Police Dept, 221 N Lake St, 60060, (847) 968-3772, Fax: (847) 949-9238, Email: fkliora@mundelein.org

—Richards, Michael, Commander, Mundelein Police Dept, 221 N Lake St, 60060, (847) 968-3775, Fax: (847) 949-9238, Email: mrichards@mundelein.org

Northbrook—\*Weissman, Howard, Licensed Clinical Psychologist, The Chicago Stress Relief Center Inc, 1440 Techny Rd, 60062, (312) 543-1203, Email: drhweissman@aol.com

Palatine—Walker, Randy, Deputy Chief of Police, Harper College Police Dept, 1200 W Algonquin Rd, 60067, (847) 925-6789, Email: rwalker@harpercollege.edu

Pontoon Beach—Modrusic, Christopher, Chief of Police, Pontoon Beach Police Dept, 3 Regency Pkwy, 62040, (618) 931-5100, Email: cmodrusic@pontoonbeachpolice.org

Richton Park—Gerlach, Richard, Deputy Chief of Police, Richton Park Police Dept, 4455 Sauk Trail, 60471, (708) 283-6393, Email: rgerlach@richtonpark.org

Rock Island—Bustos, Gerry L, Sheriff, Rock Island Co Sheriff's Office, 1317 Third Ave, 61201, (309) 558-3410, Fax: (309) 558-3439, Email: gbustos@ricosheriff.org

Schaumburg—\*Thorson, Marc, Assistant Director of IT, Village of Schaumburg, 101 Schaumburg Ct, 60193, (847) 513-2432, Email: mthorson@villageofschaumburg.com

South Chicago Heights—Joyce, William E, Chief of Police, South Chicago Heights Police Dept, 2729 Jackson, 60411, (708) 755-3521, Fax: (708) 754-8789, Email: bjoyce@southchicagoheights.com, Web: www.southchicagoheights.com

St Charles—Kramer, Donald E, Sheriff, Kane Co Sheriff's Office, 37W755 Illinois Route 38, 60175, (630) 232-6840, Email: kramerdon@co.kane.il.us

Summit—Kosmowski, John, Chief of Police, Summit Police Dept, 5810 S Archer Rd, 60501, (708) 563-8101, Email: chiefkosmowski@summitpd.net

Tinley Park—\*Coleman, Dawn, Owner, Silk Screen Express, 7611 W 185th St, 60477, (800) 366-5071, Email: gbotica@thecopshopchicago.com

## Indiana

Avon—Nugent, Brian J, Assistant Chief of Police, Avon Police Dept, 6550 E U.S. Hwy 36, 46123, (317) 272-4485, Fax: (317) 272-4487, Email: bnugent@avongov.org, Web: www.avongov.org

—Stoops, Michael Sean, Chief of Police, Avon Police Dept, 6550 E U.S. Hwy 36, 46123, (317) 272-4485, Fax: (317) 272-4487, Email: sstoops@avongov.org, Web: www.avongov.org

Bloomington—Mayo, Eric, Technical Services Supervisor, Indiana Univ Police Dept, 1469 E 17th St, 47404, (812) 855-4263, Fax: (812) 855-1496, Email: emayo@indiana.edu

—Munroe, William, Lieutenant, Indiana Univ Police Dept, 1469 E 17th St, 47408, (812) 855-6706, Email: wmunroe@iu.edu

Cannelton—Hall, Lee A, Chief of Police, Cannelton Police Dept, 210 S Eighth St Ste 4, 47520, (812) 547-2111, Fax: (812) 547-2020, Email: chief.hall@canneltonpolice.com

Dyer—Hein, David W, Chief of Police, Dyer Police Dept, 2150 Hart St, 46311, (219) 865-1163, Email: dhein@townofdier.com

Fortville—Knauer, William N, Chief of Police, Fortville Police Dept, 714 E Broadway, 46040, (317) 485-4044, Email: bknauer@fortvilleindiana.org

Greenwood—Roller, Doug, Deputy Chief of Police, Greenwood Police Dept, 186 Surina Way, 46143, (317) 882-9191 Ext. 132, Email: rollerd@greenwood.in.gov

Indianapolis—McClanahan, Mick D, Sergeant, Indiana State Police, 100 N Senate Ave Rm 340, 46204, (317) 234-8939, Email: mmccclanahan@isp.in.gov

Lawrenceburg—Kreinoph, Michael R, Sheriff, Dearborn Co Sheriff's Dept, 301 W High St, 47025, (812) 537-8700, Fax: (812) 537-3629, Email: mkreinoph@dearborncounty.in.gov, Web: www.dearborncountysheriff.org

Lowell—Matson, Erik T, Chief of Police, Lowell Police Dept, 1333 E Commercial Ave, 46356, (219) 696-0411, Fax: (219) 696-7740, Email: ematson@696cops.com, Web: www.696cops.com

South Bend—\*Steele, Stephanie E, Assistant City Attorney, City of South Bend, 227 W Jefferson Blvd, 46601, Email: ssteele@southbend.in.gov

Westfield—Rush, Joel, Chief of Police, Westfield Police Dept, 17535 Dartown Rd, 46074, (317) 804-3200, Email: jrU.S.h@westfield.in.gov

## Iowa

Ankeny—Kroska, Brian D, Lieutenant, Ankeny Police Dept, 411 SW Ordinance Rd, 50023, (515) 289-5240, Fax: (515) 289-9124, Email: bkroska@ankenyiowa.gov

Belle Plaine—Hudson, Kristopher J, Chief of Police, Belle Plaine Police Dept, 1207 Eighth Ave, 52208, (319) 444-2323, Fax: (319) 444-3738, Email: bjpplce@metins.net

Des Moines—\*Farver, Kevin, Sergeant, Iowa State Patrol, 215 E Seventh St, 50319, (515) 725-6098, Email: kevin.farver@dps.state.ia.us

Iowa City—Kelsay, Troy A, Captain Field Operations, Iowa City Police Dept, 410 E Washington St, 52240, (319) 356-5440, Fax: (319) 356-5449, Email: troy-kelsay@iowa-city.org

Manchester—Hauschild, James R, Chief of Police, Manchester Police Dept, 208 E Main St, 52057, (563) 927-3355, Fax: (563) 927-6605, Email: jhauschild@manchesteriowapolice.com

Spencer—Warburton, Mark, Chief of Police, Spencer Police Dept, 712 Grand Ave, 51301, (712) 262-2151, Fax: (712) 580-2550, Email: mwarburton@spenceriowacity.com, Web: www.spenceriowacity.com

## Kansas

Colby—Alexander, Ron D, Chief of Police, Colby Police Dept, 225 N Court Ave, 67701, (785) 460-4460, Fax: (785) 460-4460, Email: police@cityofcolby.com

Ellsworth—Campbell, Maverick, Chief of Police, Ellsworth Police Dept, 207 N Kansas Ave, PO Box 163, 67439, (785) 472-5110, Email: mcampbell@ellsworthks.net

## Kentucky

Burlington—Helmig, Michael, Sheriff, Boone Co Sheriff's Dept, 3000 Conrad Ln, 41005, (859) 334-2175, Email: mhelmig@boonecountky.org  
Cold Spring—Messer, Brian, Chief of Police, Cold Spring Police Dept, 5589 E Alexandria Pike, 41076, (859) 441-6289 Ext. 215, Email: bmesser@coldspringky.com

Frankfort—West, Joe, Colonel, Kentucky Dept of Fish and Wildlife Resources, 1 Sportsman's Ln, 40601, (502) 564-3400 Ext. 4431, Fax: (502) 696-1994, Email: joe.west@ky.gov

Lebanon—Clements, Jimmy, Sheriff, Marion Co Sheriff's Office, 223 N Spalding Ave, 40033, (270) 692-3051, Email: mcs0223@windstream.net

Lexington—Armstrong, Kenneth L, Assistant Chief of Police, Lexington Division of Police, 150 E Main St, 40507, (859) 258-3600, Email: karmstrong@lexingtonpolice.ky.gov, Web: www.lexingtonky.gov

—Barefoot, Jonathan G, Lieutenant, Univ of Kentucky Police Dept, 305 Euclid Ave, 40506, (859) 218-2341, Email: j.barefoot@uky.edu, Web: www.uky.edu/police

—Campbell, Eric, Major, Fayette Co Sheriff's Office, 150 N Limestone Ste 265, 40507, (859) 252-1771, Fax: (859) 259-0973, Email: ecampbell@fayettesheriff.com, Web: www.fayettesheriff.com

—McKenzie, Howard, Captain, Fayette Co Sheriff's Office, 150 N Limestone Ste 265, 40507, (859) 252-1771, Fax: (859) 259-0973, Email: hmckenzie@fayettesheriff.com, Web: www.fayettesheriff.com

—Pitcock, Troy, Law Enforcement Specialist, Kentucky League of Cities, 100 E Vine St, 40507, (502) 376-4027, Email: tpitcock@klc.org

—Rhoads, Bill G, Chief Deputy, Fayette Co Sheriff's Office, 150 N Limestone Ste 265, 40507, (859) 252-1771, Fax: (859) 259-0973, Email: brhoads@fayettesheriff.com, Web: www.fayettesheriff.com

—Robinson, Rodrick, Chief Deputy, Fayette Co Sheriff's Office, 150 N Limestone Ste 265, 40507, (859) 252-1771, Fax: (859) 259-0973, Email: rrobinson@fayettesheriff.com, Web: www.fayettesheriff.com

## Louisiana

Opelousas—Thompson, Donald, Chief of Police, Opelousas Police Dept, 318 N Court St, PO Box 1757, 70570, (337) 948-2500, Fax: (337) 942-5346, Email: chiefthompson@opelousapd.com

Woodworth—Gonzales, James P, Chief of Police, Woodworth Police Dept, PO Box 228, 71485, (318) 442-8980, Fax: (318) 487-6110, Email: jgonzales@thetow.org, Web: www.townofwoodworth.com

## Maine

Caribou—\*Gahagan, Ann, Family Nurse Practitioner, Caribou Police Dept, 48 Spruce Ridge Rd, 04736, (207) 496-1071, Fax: (207) 492-6260, Email: mgahagan@maine.rr.com

Dexter—Wintle, Kevin J, Chief of Police, Dexter Police Dept, 1 Main St, 04930, (207) 924-7623, Fax: (207) 924-0097, Email: policechief@dextermaine.org, Web: www.dextermaine.org

Vanceboro—Jenkins, James L, Chief of Police, Vanceboro Police Dept, 7905 Main St PO Box 306, 28586, (252) 671-5136, Fax: (252) 244-1387, Email: jimmyj@vanceboro.com, Web: www.vbopd.com

Waldoboro—Labombarde, William J, Chief of Police, Waldoboro Police Dept, 1600 Atlantic Hwy PO Box J, 04572, (207) 832-4500, Fax: (207) 832-2162, Email: policechief@waldoboromaine.org

## Maryland

Baltimore—\*Hartwig, Nicholas, Officer First Class, Baltimore Co Police Dept, 6424 Windsor Mill Rd, 21207, Email: nhartwig@baltimorecountymd.gov

Brentwood—Althoff, Robert P, Chief of Police, Brentwood Police Dept, 4300 39th Pl, 20722, (301) 864-1858, Fax: (301) 864-1674, Email: police.chief@brentwoodmd.gov, Web: www.brentwoodmd.gov

Dunkirk—\*Hoffman, Joseph, Director of Training, The Burroughs Group, 6400 Woodside View Dr, 20754, (240) 882-9424, Email: joe@theburroughsgroup.org

Gaithersburg—\*Lamagna, Richard, President, Lamagna & Associates LLC, 410 Lakelands Dr, 20878, (202) 618-6939, Email: rlamagna@hotmail.com, Web: www.lamagnaandassociates.com

Millersville—\*Shiloh, James, Corporal, Anne Arundel Co Police Dept, 8495 Veterans Hwy, 21108, (410) 222-2446, Email: p91006@aacounty.org

Mount Airy—Plazinski, Mark, Captain, Montgomery Co Police Dept, 9 East Rd, 21771, (240) 876-8635, Email: mark.plazinski@montgomerycountymd.gov

## Massachusetts

Bedford—Kelley, Shawn J, Chief of Police, U.S. Dept of Veterans Affairs, 200 Springs Rd, 01730, (781) 687-2475, Email: shawn.kelley2@va.gov

Boston—Mahony, Frederick, Chief, Massachusetts Alcoholic Beverages Control Comm, 239 Causeway St, 02114, (617) 727-3040 Ext. 714, Email: frederick.mahony@state.ma.us

Carlisle—Crowe, Leo T, Lieutenant, Carlisle Police Dept, 41 Lowell St, 01741, (978) 369-1155, Fax: (978) 369-1819, Email: lcrowe@carlislepolice.com



Chelsea—Butler, John, Lieutenant, Chelsea Police Dept, 19 Park St, 02150, (617) 466-4805, Email: jbutler@chelseama.gov

Edgartown—Rossi, David B, Chief of Police, Edgartown Police Dept, PO Box 1118, 02539, (508) 627-4343, Fax: (508) 627-4577, Email: drossi@edgartown-ma.us, Web: www.edgartownpolice.org

Hingham—Olsson, Glenn A, Chief of Police, Hingham Police Dept, 212 Central St, 02043, (781) 804-2201, Fax: (781) 741-1462, Email: olsson@hingham-ma.gov, Web: www.hpd.org

Ipswich—\*Copthorne, Eric, Sergeant, Ipswich Police Dept, 15 Elm St, 01938, (978) 356-4343, Email: ecopthorne@ipswichpolice.org  
Maynard—Dubois, Mark W, Chief of Police, Maynard Police Dept, 197 Main St, 01754, (978) 897-1011, Fax: (978) 897-8002, Email: mdubois@maynardpolice.com, Web: www.maynard.ma.us/gov/mpd1  
Medford—Romprey, Leon S, Deputy Director of Public Safety, Tufts Univ, 419 Boston Ave, 02155, (617) 627-0692, Email: leon.romprey@tufts.edu

Milton—King, John E, Deputy Chief of Police, Milton Police Dept, 40 Highland St, 02186, (617) 898-4808, Fax: (617) 698-3015, Email: jking@mpdmilton.org, Web: www.miltonpolice.org

Peabody—Bonaiuto, Dennis S, Captain/Police Prosecutor, Peabody Police Dept, 6 Allens Ln, 01960, (978) 532-3100 Ext. 351, Fax: (978) 532-3100, Email: dbonaiuto@peabodypolice.org

—Griffin, Thomas M, Chief of Police, Peabody Police Dept, 6 Allen's Ln, 01960, (978) 538-6308, Fax: (978) 538-6335, Email: tgriffin@peabodypolice.org, Web: www.peabodypolice.org

Sudbury—\*Govindan, Paul, President, Bytestream Software Technologies Inc, 365 Boston Post Rd Ste 175, 01776, (508) 561-1362, Email: pgovindan@bytestream-software.com

Walpole—Mackenzie, Christopher M, Lieutenant, Walpole Police Dept, 972 Main St, 02081, (508) 668-1095, Fax: (508) 668-0531, Email: cmackenzie@walpolepd.com, Web: www.walpolepd.com

Wareham—Walsh, Kevin D, Chief of Police, Wareham Police Dept, 2515 Cranberry Hwy, 02571, (508) 295-3180, Fax: (508) 291-8652, Email: kdwalsh@warehampolice.com, Web: www.warehampolice.com

Wellesley—\*Gover, Timothy, Officer, Wellesley Police Dept, 485 Washington St, 02482, (781) 235-1212, Email: tgover@wellesleyma.gov  
Winthrop—\*Gergerian, Sanko, Health and Wellness Officer, Winthrop Police Dept, 3 Metcalfe Sq, 02152, (617) 846-1212, Fax: (617) 846-3174, Email: sgergerian@town.winthrop.ma.us

Worcester—Saucier, Paul, Detective Captain, Worcester Police Dept, 9-11 Lincoln Sq, 01608, (508) 799-8651, Email: saucierpb@worcesterma.gov

## Michigan

Allendale—Freeman, Renee, Chief of Police, Grand Valley State Univ Police Dept, 1 Camp U.S. Dr Service Bldg, 49401, (616) 331-3255, Email: freemren@gvsu.edu, Web: www.gvsu.edu/gvpd

Big Rapids—Borkovich, Bruce, Director of Public Safety, Ferris State Univ Dept of Public Safety, 1319 Cramer Cir, 49307, (231) 591-5904, Email: borkovb@ferris.edu

Brownstown—\*Watson, Jeffery, Sergeant, Brownstown Police Dept, 24834 West Rd, 48134, (734) 771-4407, Email: watsonj308@gmail.com

East Lansing—Lieber, Juli K, Chief of Police, East Lansing Police Dept, 409 Park Ln, 48823, (517) 319-6865, Fax: (517) 337-7372, Email: jliebler@cityofeastlansing.com, Web: www.cityofeastlansing.com

Howell—Murphy, Michael, Undersheriff, Livingston Co Sheriff's Dept, 150 S Highlander Way, 48843, (517) 540-7932, Email: jlynch@livgov.com

Novi—Hart, Jerrod, Assistant Chief of Police, Novi Police Dept, 45125 W 10 Mile, 48375, (248) 347-0504, Email: jhart@cityofnovi.org  
Walker—Long, Gregory T, Deputy Chief of Police, Walker Police Dept, 4343 Remembrance Rd NW, 49544, (616) 791-6825, Fax: (616) 791-6811, Email: greg.long@ci.walker.mi.us

## Minnesota

Ada—Bueng, Jody D, Chief of Police, Ada Police Dept, 410 W Main St, 56510, (218) 784-5510, Fax: (218) 784-5515, Email: adapolice@adamn.gov

Dayton—Enga, Paul S, Chief of Police, Dayton Police Dept, 12260 S Diamond Lake Rd, 55327, (763) 427-2017, Fax: (763) 323-4018, Email: penga@daytonpolice.org, Web: www.cityofdaytonmn.com

Edina—Ondocin, Michael A, Supervisory Air Marshal in Charge, Federal Air Marshal Service OLE, Minneapolis Field Office, 7900 W 78th St Ste 200, 55439, Email: michael.a.ondocin@ole.tsa.dhs.gov

Grand Rapids—Schaar, Steven, Assistant Chief of Police, Grand Rapids Police Dept, 420 N Pokegama Ave, 55744, (218) 326-3464, Email: sschaar@ci.grand-rapids.mn.us

Minneapolis—\*Landon, Andy, Executive Services, Target Corp, 1000 Nicollet Mall TPN 0306, 55403, (612) 356-9640, Email: andy.landon@target.com

Prior Lake—\*Northern, James, Consultant, IBM, 3483 Wilds Ridge, 55372, (952) 250-9970, Email: jlnorthern2@gmail.com

St Paul—McKenzie, Kelly, Lieutenant, Minneapolis-St Paul Intl Airport Police, 4300 Glumack Dr, LT No 3255, 55111, (612) 467-0787, Email: kelly.mckenzie@mspmpac.org

Staples—Birkholtz, Melissa, Chief of Police, Staples Police Dept, 301 Second Ave NE, 56479, (218) 894-1841, Fax: (218) 895-5042, Email: mbirkholtz@ci.staples.mn.us

## Mississippi

Corinth—Dance, Ralph, Chief of Police, Corinth Police Dept, 2837 S Harper Rd, 38834, (662) 286-3377, Fax: (662) 286-1303, Email: rdance@cityofcorinthms.com

Fulton—Johnson, Reggie W, Chief of Police, Fulton Police Dept, 213 W Wiygul St, 38843, (662) 862-3441, Fax: (662) 862-3074, Email: fultonpdchief@yahoo.com

Gautier—Cavallaro, Lawrence, Chief of Police, Mississippi Gulf Coast Community College, 2300 Hwy 90, PO Box 100, 39553, (228) 497-7697, Fax: (228) 497-7678, Email: lawrence.cavallaro@mgccc.edu, Web: www.mgccc.edu

Ocean Springs—Dunston, Mark S, Chief of Police, Ocean Springs Police Dept, 3810 Bienville Blvd, 39564, (228) 875-2211, Fax: (228) 875-5126, Email: mdunston@oceansprings-ms.gov, Web: www.oceansprings-ms.gov

## Missouri

Columbia—Jones, Jason, Lieutenant, Columbia Police Dept, 600 E Walnut St, 65201, (573) 864-7676, Email: jjones@gocolumbiama.com

—\*Schlude, Roger, Sergeant, Columbia Police Dept, 600 E Walnut St, 65201, (573) 874-7585, Email: rrschlud@gocolumbiama.com

Holts Summit—McIntyre, G Kyle, Chief of Police, Holts Summit Police Dept, 245 S Summit Dr, 65043, (573) 896-8430, Fax: (573) 896-8297, Email: kyle.mcintyre@holtssummitpd.com, Web: www.holtsummitpd.com

Jefferson City—Eberhard, Sarah L, Major/Technical Services Bureau Commander, Missouri State Hwy Patrol, PO Box 568, 65102, (573) 751-3313, Fax: (573) 751-9419, Email: sarah.eberhard@mshp.dps.mo.gov, Web: www.mshp.dps.missouri.gov

Joplin—Stewart, Matthew L, Assistant Chief of Police, Joplin Police Dept, 303 E Third, 64801, (417) 623-3131, Email: mstewart@joplinmo.org, Web: www.joplinpolice.org

Liberty—Hedrick, Mark, Captain, Liberty Police Dept, 101 E Kansas St, 64068, (816) 439-4718, Email: ahedrick@ci.liberty.mo.us

Moline Acres—Ursin, Dwayne F, Interim Chief of Police, Moline Acres Police Dept, 2449 Chambers Rd, 63136, Email: dursin@molineacres.org

North Kansas City—\*Smith, Richard M, Investigations Supervisor, North Kansas City Police Dept, 2020 Howell, 64116, Email: rmsmith@nkc.org

O'Fallon—Hunt, Christopher E, Policy Development/Special Projects Officer, St Charles Co Police Dept, 101 Sheriff Dierker Ct, 63366, (636) 949-3066, Email: chunt@sccmo.org, Web: www.sccmo.org

Peculiar—Gurin, Harry J, Chief of Police, Peculiar Police Dept, PO Box 653, 224 N Main St, 64078, (816) 779-5102, Fax: (816) 779-5102, Email: hgurin@peculiarpd.com, Web: www.cityofpeculiar.org

Pevely—Sullivan, Kevin A, Captain, Pevely Police Dept, 401 Main St, 63070, (636) 475-5301, Fax: (636) 475-4632, Email: ksullivan@pevelypolice.org

—Weeks, Ronnie E, Chief of Police, Pevely Police Dept, 401 Main St, 63070, (636) 475-5301, Fax: (636) 475-4632, Email: rweeks@pevelypolice.org

Saint Louis—Coll, Daniel J, Lieutenant/Director Police Academy, St Louis Metropolitan Police Dept, 315 S Tucker, 63102, (314) 444-5810, Email: djcoll@slmpd.org

Springfield—Higdon, Greg, Captain, Springfield Police Dept, 321 E Chestnut Expwy, 65802, (417) 864-1792, Email: ghigdon@springfieldmo.gov

St Charles—\*Ragan, Holly E, Associate County Counselor/Staff Attorney, St Charles Co, 100 N Third St Ste 216, 63301, (636) 949-7900 Ext. 3771, Fax: (636) 949-7541, Email: hragan@sccmo.org, Web: www.sccmo.org

West Plains—Head, Jeffrey, Chief of Police, West Plains Police Dept, 1912 Holiday Ln, 65775, (417) 256-2244 Ext. 308, Email: jhead@westplains.net

## Nebraska

Franklin—Brickman, Edward P, Chief of Police, Franklin Police Dept, 619 15th Ave, 68939, (308) 470-1109, Email: franklinpdne@yahoo.com

Kearney—Tubbs, Robert, Lieutenant, Buffalo Co Sheriff's Office, 2025 Ave A, PO Box 2228, 68848, (308) 233-5220, Email: 90912@buffalo-county.ne.gov

Omaha—Rowley, Mark E, Senior Director, Union Pacific Police Dept, 1400 Douglas St MS 1040, 68179, (402) 544-6540, Fax: (402) 233-2258, Email: merowley@up.com

## Nevada

Boulder City—Kelsey, Adam J, Chief Ranger, National Park Service, Lake Mead Recreation Area, 601 Nevada Hwy, 89005, (702) 293-8964, Fax: (702) 293-8980, Email: adam\_kelsey@nps.gov

Henderson—Massy, Ian, Chief Alternative Sentencing Dept, City of Henderson, 243 S Water St, MSC601, 89015, (702) 267-1322, Email: ian.massy@cityofhenderson.com

Las Vegas—\*Chavez, David, Director of Business, Digital Boundary Group Inc, 1180 N Town Center Dr, 89114, (800) 747-3557 Ext. 302, Email: dchavez@digitalboundary.net

—\*Tutrone, Michael, Deputy City Marshal, City of Las Vegas Detention & Enforcement Dept, 416 N Seventh St, 89101, Email: mtutrone@lasvegasnevada.gov

## New Hampshire

Ashland—Randall, Anthony L, Chief of Police, Ashland Police Dept, PO Box 885, 20 Highland St, 03217, (603) 968-4008, Fax: (603) 968-4009, Email: trandall@ashland.nh.gov

Plaistow—Jones, Kathleen, Chief of Police, Plaistow Police Dept, 27 Elm St, 03865, (603) 382-1200, Fax: (603) 382-4172, Email: kjones@plaistow.com, Web: www.plaistow.com

Raymond—Labell, Michael R, Lieutenant, Raymond Police Dept, 1 Scribner Rd, 03077, (603) 895-0905, Fax: (603) 895-0901, Email: mlabell@raymondnh.gov

Weare—Kelly, Sean F, Chief of Police, Weare Police Dept, 144 N Stark Hwy, 03281, (603) 529-7755, Email: sean.kelly@wearepolice.com

## New Jersey

Bayonne—Geisler, Robert, Captain, Bayonne Police Dept, 630 Ave C, 07002, (201) 388-7567, Email: ltrg52@gmail.com

Berkeley Heights—DiPasquale, John, Acting Chief of Police, Berkeley Heights Police Dept, 29 Park Ave, 07922, (908) 464-1111, Fax: (908) 464-7076, Email: jdipasquale@bhpolice.org, Web: www.bhpolice.org

Blackwood—\*Carney, Edward, Executive Director, Camden Co College, 200 College Dr, 08012, Email: ecarney@camdencc.edu

Califon—Holmes, Thomas, Chief of Police, Tewksbury Twp Police Dept, 167 Old Turnpike Rd, 07830, (908) 439-3477, Fax: (908) 439-0037, Email: taholmes@tewksburytwp.net

Carneys Point—Krivda, Gerald A, Chief of Police, Carneys Point Twp Police Dept, 303 Harding Way, 08069, (856) 299-1212, Fax: (856) 299-5960, Email: krivda1122@carneyspointtwp.org

Clark—Matos, Pedro M, Chief of Police, Clark Police Dept, 315 Westfield Ave, 07066, (732) 388-3495, Fax: (732) 388-5750, Email: pmatos@clarkpolice.org

Clifton—\*Cusack, Adam, International Business Development Manager, ITT/Exelis, 77 River Rd, 07014, (973) 284-4294, Email: harbor.mate@yahoo.com

Deptford—Bittner, William J, Captain, Deptford Police Dept, 1011 Cooper St, 08096, (856) 853-6300, Fax: (856) 845-4147, Email: wbittner@deptford-nj.org, Web: www.deptford-nj.org

Edgewater Park—DiFilippo, Gene J, Chief of Police, Edgewater Park Twp Police Dept, 400 Delanco Rd, 08010, (609) 877-4404, Fax: (609) 877-6396, Email: g\_difilippo@edgewaterpark-nj.com

Ewing—\*Khazen, Daniel, Student, The College of New Jersey, 2000 Pennington Rd, 08628, (973) 769-4727, Email: khazend1@tcnj.edu

Jackson—\*Insalaco, Justin, Police Officer, West Windsor Police Dept, 108 Brookfield Dr, 08527, (908) 692-4139, Email: jinsalaco@yahoo.com

Jersey City—Cetnar, Edward, Deputy Superintendent, Port Authority of NY/NJ Police Dept, 241 Erie St, 07310, (201) 239-3693, Email: ecetnar@panynj.gov

Lawrenceville—Ubray, Mark, Chief of Police, Lawrence Twp Police Dept, 2211 Lawrence Rd, 08648, (609) 844-7101, Email: mubry@lawrencetwp.com

Lincroft—Kimber, Robert S, Captain/Officer in Charge, Brookdale College Police Dept, 765 Newman Springs Rd, 07738, (732) 224-2355, Fax: (732) 219-0871, Email: rkimber@brookdalecc.edu

Little Silver—\*Oliva, Gregory, Detective, Little Silver Police Dept, 480 Prospect Ave, 07739, (732) 842-9153, Fax: (732) 741-5218, Email: g.oliva@littlesilverpolice.org

Lodi—Quatrone, Vincent A, Chief of Police, Lodi Police Dept, 1 Memorial Dr, 07644, (973) 473-7600, Fax: (973) 473-9140, Email: vquatrone@lodipd.org, Web: www.lodipd.org

Minotola—\*Carenato, Daniel T, Director of Public Safety, Buena Borough Police Dept, 616 Central Ave, 08341, (856) 697-2811 Ext. 11, Fax: (856) 697-3147, Email: psdirector@buenaboro.org, Web: www.buenaboro.org

Monmouth Junction—Stoddard, James, Deputy Chief of Police, South Brunswick Twp Police Dept, 540 Ridge Rd, 08852-0190, (732) 329-4000 Ext. 7497, Email: jstoddard@sbtj.net, Web: www.sbtj.net

Montclair—\*Lerner, Andrew S, Student, Montclair State Univ, 1 Normal Ave, 07043, Email: lerner3@montclair.edu

Phillipsburg—Faulborn, James, Chief of Police, Phillipsburg Police Dept, 675 Corliss Ave, 08865, (908) 454-0707, Fax: (908) 454-0243, Email: jfaulborn@pburg.org, Web: www.pburgpolice.org

Sea Girt—\*Macko, Justin, Sergeant, Sea Girt Borough Police Dept, 319 Baltimore Blvd, 08750, (732) 449-7300 Ext. 438, Email: jmacko@seagirtpd.net

Sparta—Spidaletto, Neil, Lieutenant, Sparta Police Dept, 65 Main St, 07871, (973) 726-4011, Fax: (973) 729-4751, Email: nspidaletto@spartapd.org

Tinton Falls—\*Williams, Jeffrey D, Account Manager, Nobel Systems Inc, 55 N Gilbert St Ste 4201, 07701, (888) 950-9550 Ext. 109, Email: jeffrey@nobelsystems.com

Washington Twp—Hooper, Glenn A, Chief of Police, Washington Twp Police Dept, 350 Hudson Ave, 07676, (201) 664-1140 Ext. 117, Fax: (201) 664-2959, Email: ghooper@washtwppolice.org, Web: www.washtwppolice.org

## New Mexico

Espanola—Naranjo, Roger W, Chief of Police, Santa Clara Tribal Police, PO Box 580, 87532, (505) 753-2903, Fax: (505) 753-0156, Email: rwnaranjo@santaclarapueblo.org

Fort Sumner—Conner, Scott R, Sheriff, De Baca Co Sheriff's Office, PO Box 927, 88119, (575) 355-7433, Fax: (575) 355-3276, Email: connercop@gmail.com

## New York

Albany—\*Barna, Andrew, Director of Employee Relations, SUNY, 353 Broadway, 12246, (518) 320-1680, Email: andrew.barna@suny.edu  
—\*Gandarilla, Sharon, Student, SUNY Univ at Albany, 135 Western Ave, Richardson Hall R184, 12202, (845) 219-6638, Email: sgandarilla@albany.edu

Batavia—Wise, Stephen P, Director of Campus Safety, Genesee Community College, 1 College Rd, 14020, (535) 343-0055, Fax: (585) 343-4541, Email: spwise@genesee.edu

Brooklyn—Dunlap, Arkeen S, Lieutenant/Assistant Director, CUNY Brooklyn College Dept of Public Safety, 2900 Bedford Ave, 11210, (718) 951-5511, Fax: (718) 951-4840, Email: asdunlap@brooklyn.cuny.edu

—Hall, Jerome A, Lieutenant/Assistant Director, CUNY Brooklyn College Dept of Public Safety, 2900 Bedford Ave, 11210, (718) 951-5511, Fax: (718) 951-4840, Email: jhall@brooklyn.cuny.edu

—Rabinowitz, David, Chief Chaplain, Amtrak Police Dept, 5809-16th Ave, 11204, (718) 972-2828, Fax: (718) 972-5663, Email: nycsba@gmail.com

Buffalo—Pedlow, Amy M, Assistant Chief of Police, SUNY Buffalo State, 1300 Elmwood Ave, 14222, (716) 878-6333, Fax: (716) 878-3135, Email: pedlowam@buffalostate.edu

Clarence—\*Prezioso, Robert F, Supervisory Special Agent Ret, DEA/Justice, 9529 Lakestone Ct, 14031, (954) 612-0903, Fax: (716) 407-3366, Email: gprez1811@gmail.com

Glen Cove—DiMaggio, Peter, Lieutenant, Glen Cove Police Dept, 1 Bridge St, 11542, (516) 676-1893, Fax: (516) 676-1043, Email: pdimaggio@cityofglencove.ny.gov

Hancock—DiLorenzo, Brian E, Chief of Police, Village of Hancock Police Dept, 87 E Front St, 13783, (607) 637-3539, Fax: (607) 637-3207, Email: hpd@hancock.net

Huntington Bay—Jack, Christopher G, Chief of Police, Huntington Bay Police Dept, 244 Vineyard Rd, 11743, (631) 427-2020, Fax: (631) 427-2027, Email: hbpd112@gmail.com, Web: www.huntingtonbay.org  
New York—\*Barbera, Jeremy, Chairman and CEO, Nanobeak, 15 Columbus Cir 15th Fl, 10019, (516) 524-2190, Email: jbarbera@nanobeak.com

—Galati, Thomas P, Chief, New York City Police Dept, 1 Police Plaza Rm 1108, 10038, (646) 610-5403, Fax: (646) 610-4522, Email: thomas.galati@nypd.org

—Hyland, Matthew, Inspector, New York City Police Dept, 1 Police Plaza, 10038, (917) 945-2618, Email: matthew.hyland251@gmail.com

—Inoda, Yasunori, Chief Inspector, Tokyo Metropolitan Police Dept, 3 Park Ave 20th Fl, 10016, (212) 245-5542, Email: inoda@jlgc.org

—\*Kramer, Maximilian, CEO, Centinel Solutions Inc, 711 Fifth Ave Ste 502, 10022, (646) 705-3112, Email: kramer@centinelsolutions.com  
—Quinlan, Jeremiah, Deputy Chief, New York City Police Dept, 1 Police Plaza, 10038, (347) 672-5872, Email: jeremiaqh@verizon.net  
Niagara University—\*Barker, John F, Director of Campus Safety, Niagara Univ, PO Box 1910, 14109, (716) 286-8220, Fax: (716) 286-7369, Email: jfb@niagara.edu, Web: www.niagara.edu

Niskayuna—McManus, Daniel M, Chief of Police, Niskayuna Police Dept, 1 Niskayuna Cir, 12309, (518) 386-4585, Fax: (518) 386-4594, Email: dcmcmanus@niskayuna.org

Norwich—Marsh, Rodney, Chief of Police, Norwich Police Dept, 18 E Main St, 13815, (607) 334-1210, Email: rmarsh@norwichpd.org  
Port Chester—Conway, Richard F, Chief of Police, Port Chester Police Dept, 350 N Main St, 10573, (914) 939-6402, Fax: (914) 939-2298, Email: rconway@vpcpd.com, Web: www.portchesterny.org

Poughkeepsie—\*Squillace, Kim M, Associate Director of Safety & Security, Vassar College, 124 Raymond Ave, 12604-0717, (845) 437-5202, Fax: (845) 437-7280, Email: ksquillace@vasaar.edu

Utica—\*Catalano, Katie M, Student, Utica College, 1600

Burrstone Rd, 13502, Email: kcatalano002@gmail.com  
—Cinque, Don, Lieutenant, Utica Police Dept, 413 Oriskany St W, 13501, (315) 223-3461, Email: dcinque@uticapd.com

—\*Thornhill, Miguel G, Student, Utica College, 1600 Burrstone Rd, 13502, (919) 796-6801, Email: mgthill69@gmail.com

—\*Wilson, Tamara D, Student, Utica College, 1600 Burrstone Rd, 13502, (404) 242-6544, Email: twilson300830@yahoo.com

—\*With, Sara A, Student, Utica College, 1600 Burrstone Rd, 13502, (518) 388-3131, Email: sara103002@yahoo.com

## North Carolina

Charlotte—\*Facchina, Michelle E, Supervisory Air Marshal in Charge, Federal Air Marshal Service OLE, Charlotte Field Office, 2231 Edge Lake Dr, 28217, Email: michelle.e.facchina@ole.tsa.dhs.gov

—Faulkner-Welch, Demetria A, Captain/Training Director, Charlotte-Mecklenburg Police Dept, 1770 Shopton Rd, 28217, (704) 432-1626, Email: dfaulkner@cmpd.org, Web: www.cmpd.org

Creedmoor—King, Keith E, Chief of Police, Creedmoor Police Dept, PO Box 765, 27522, (919) 528-1515, Fax: (919) 528-6320, Email: kking@cityofcreedmoor.org, Web: www.cityofcreedmoor.org

Elizabeth City—Boone, Mike Q, Lieutenant, Elizabeth City Police Dept, 302 E Colonial Ave, 27909, (252) 335-4321, Fax: (252) 338-0128, Email: mboone@cityofec.com, Web: www.cityofec.com

—Etheridge, John W, Captain, Elizabeth City Police Dept, 302 E Colonial Ave, 27909, (252) 335-4321, Fax: (252) 337-6686, Email: jetheridge@cityofec.com, Web: www.cityofec.com

—LaCombe, Jamie, Lieutenant, Elizabeth City Police Dept, 302 E Colonial Ave, 27909, (252) 335-4321, Fax: jlacombe@cityofec.com, Web: www.cityofec.com

—Young, John D, Captain Support Services Division, Elizabeth City Police Dept, 302 E Colonial Ave, 27909, (252) 335-4321, Fax: (252) 337-6686, Email: jyoung@cityofec.com, Web: www.cityofec.com

Graham—Prichard, Jeffrey C, Chief of Police, Graham Police Dept, 216 S Maple St, 27253, (336) 570-6711, Fax: (336) 570-6722, Email: jprichard@cityofgraham.com, Web: www.cityofgraham.com

Greensboro—\*Lloyd, Oliver M, President, Greensboro Police Foundation, PO Box 26140, 27402, (336) 232-0900, Email: oliver.lloyd@gmail.com, Web: www.gsopf.org

Harkers Island—Jaworski, Jill, Chief Ranger, National Park Service, Cape Lookout National Seashore, 131 Charles St, 28531, (252) 728-2250 Ext. 3034, Email: jill.jaworski@nps.gov

Raleigh—Collier, B W, Director, North Carolina State Bureau of Investigation, 3320 Garner Rd, 27610, (919) 582-8516, Email: bw.collier@ncdps.gov

Rolesville—Langston, Bobby W, Chief of Police, Rolesville Police Dept, 204 Southern Cir, 27571, (919) 556-7226, Fax: (919) 556-3728, Email: bobby.langston@rolesville.nc.gov, Web: www.rolesvillenc.gov

Winston-Salem—Henry, Amir A, Patrol Captain, Winston-Salem State Univ, 601 S Martin Luther King Jr, 27110, (336) 750-8033, Fax: (336) 750-2915, Email: henryaa760@gmail.com

Yanceyville—Welch, Michael L, Sheriff, Caswell Co Sheriff's Office, 231 County Park Rd, 27379, (336) 694-2576, Fax: (336) 694-8984, Email: mwelch@caswellcountync.gov, Web: www.caswellcountysheriffsoffice.com

## North Dakota

Bismarck—Mehrer, Eldon, Captain, North Dakota Hwy Patrol, 600 E Boulevard Ave, Dept 504, 58505-0240, Email: epmehrer@nd.gov

—Pederson, Eric, Division Commander, North Dakota Hwy Patrol, 600 E Boulevard Ave, Dept 504, 58505-0240, Email: ejpeders@nd.gov

—Ruud, Norman C, Captain/Support Services Division Commander, North Dakota Hwy Patrol, 601 Channel Dr, 58501, (701) 328-5141, Fax: (701) 328-5595, Email: ncrud@nd.gov

Mandan—Woodall, Lynn, Captain, Morton Co Sheriff's Dept, 205 First Ave NW, 58554, Email: lynn.woodall@mortonnd.org

Watford City—Walgren, Arthur D, Chief of Police, Watford City Police Dept, PO Box 283, 213 Second St NE, 58854, (701) 842-2280, Fax: (701) 842-2495, Email: awalgren@nd.gov

## Ohio

Chillicothe—Washburn, Keith A, Chief of Police, Chillicothe Police Dept, 28 N Paint St, 45601, (740) 773-1191, Fax: (740) 779-2802, Email: kwashburn@horizonview.net, Web: www.chillicotheohio.com

Cleveland—Pinkney, Clifford, Sheriff, Cuyahoga Co Sheriff's Dept, 1215 W Third St, 44113, (216) 443-6066, Fax: (216) 348-4353, Email: cpinkney@cuyahogacounty.us

Gahanna—\*Moffitt, Ethan E, Sergeant, Gahanna Police Dept, 460 Rocky Fork Blvd, 43230, (614) 342-4213, Fax: (614) 342-4300, Email: ethan.moffitt@gahanna.gov

Hamilton—Buscheit, Craig, Chief of Police, Hamilton Police Dept, 331 S Front St, 45011, (513) 868-5811, Email: buscheit@ci.hamilton.oh.us

Kings Island—Hall, Daniel, Chief of Police, Kings Island Police Dept, 6300 Kings Island Dr, 45034, (513) 754-5615, Email: dan.hall@visitingkingsland.com

Linndale—Franczak, Timothy W, Chief of Police, Village of Linndale Police Dept, 4016 W 119th St, 44135, (216) 251-1234, Fax: (216) 251-2588, Email: tfranczak@linndalevillage-oh.gov

Middlefield—Tucholski, Joseph A, Chief of Police, Middlefield Police Dept, 14860 N State St, PO Box 1019, 44062, (440) 632-3538, Fax: (440) 632-9615, Email: jtucholski@middlefieldpolice.com, Web: www.middlefieldohio.com

New Albany—Jones, Greg V A, Chief of Police, New Albany Police Dept, 50 Village Hall Rd, 43054, (614) 855-1234, Fax: (614) 855-2885, Email: gjoness@newalbanyohio.org, Web: www.newalbanyohio.org

Powell—\*Shafer, Kent, Law Enforcement Partner, Crime Intelligence Advantage LLC, 3982 Powell Rd Ste 268, 43065, (614) 329-9228 Ext. 28, Email: kent@cia-llc.us

Salem—Panzett, John T, Chief of Police, Salem Police Dept, 231 S Broadway Ave, 44460, (330) 337-7811, Fax: (330) 337-3433, Email: policechief@cityofsaalemohio.org

Tiffin—Stevens, Fredrick W, Chief of Police, Tiffin Police Dept, 51 E Market St, 44883, (419) 447-2323, Fax: (419) 448-5417, Email: chief@tiffinohio.gov, Web: www.tiffinohio.gov/tiffinpd

West Chester—Herzog, Joel M, Chief of Police, West Chester Twp Police Dept, 9577 Beckett Rd Ste 500, 45069, (513) 759-7250, Fax: (513) 777-6967, Email: jherzog@westchesteroh.org, Web: www.westchesteroh.org/police/cfm

## Oklahoma

Cache—Kimmel, Donna J, Chief of Police, Cache Police Dept, 404 W C Ave, 73527, (580) 429-3381, Fax: (580) 429-3351, Email: dkimmel@cacheoh.gov

Newkirk—VanHoesen, Everette, Sheriff, Kay Co Sheriff's Dept, 1100 W Dry Rd, 74647, (580) 362-2517, Fax: (580) 362-3259, Email: vanhoesen@courthouse.kay.ok.us

Norman—Jackson, Ricky L, Captain, Norman Police Dept, 201-B W Gray St, 73069, (405) 217-7769, Fax: (405) 366-5329, Email: ricky.jackson@normanok.gov

Vinita—Floyd, Bobby, Chief of Police, Vinita Police Dept, 104 E Illinois, PO Box 163, 74301, (918) 256-6414, Email: bfloyd@vinitapd.net

Weatherford—Vandeburgh, Joshua S, Assistant Chief of Police, Weatherford Police Dept, 201 SW Main, 73096, (580) 772-7791, Fax: (580) 772-5112, Email: josh.vandeburgh@weatherfordpd.org

## Oregon

Medford—\*Lane, Donald G, Sergeant, Medford Police Dept, 411 W Eighth St, 97501, (541) 774-2292, Fax: (541) 774-2570, Email: donald.lane@cityofmedford.org, Web: www.ci.medford.or.us

Milwaukie—Dye, Mark, Captain, Milwaukie Police Dept, 3200 SE Harrison St, 97222, (503) 786-7400, Email: dyem@milwaukieoregon.gov

Salem—Heider, Andy, Major, Oregon State Police, 255 Capitol St NE 4th Fl, 97310, Email: andy.heiderr@state.or.us

—\*Stout, Ross C, Director of Campus Safety, Willamette Univ, 900 State St, 97301, (503) 370-6911, Fax: (503) 375-5384, Email: rstout@willamette.edu, Web: www.willamette.edu

## Pennsylvania

Blue Bell—Lawson, Kenneth, Chief of Police, Whitpain Twp Police Dept, 960 Wentz Rd, 19525, (610) 279-9033 Ext. 370, Email: klawson@whitpainpolice.org

Butler—Brown, Ronald J, Chief of Police, Butler City Police Dept, 200 W New Castle St, 16001, (724) 287-7743, Fax: (724) 287-8602, Email: rbrown@butlercitypd.com

Clarks Summit—Yarns, Christopher W, Chief of Police, Clarks Summit Borough Police Dept, 304 S State St, 18411, (570) 587-3026, Fax: (570) 586-6451, Email: cpspolicechief@comcast.net, Web: www.clarksummitboro.org/police09.html

Greenville—Crede, Jeffrey J, Director of Public Safety, Greenville-West Salem Police Dept, 125 Main St, 16125, (724) 588-4190, Fax: (724) 588-5055, Email: jcrede@greenvilleborough.com, Web: www.greenvilleborough.com

Hazleton—DeAndrea, Frank V, Chief of Police, Hazleton Police Dept, 40 N Church St, 18201, (570) 233-1069, Email: fdeandrea@hazletoncity.org

Irwin—Otto, John M, Chief of Police, Penn Twp Police Dept, 2000 Commercial Ct, 15642, (724) 863-1119, Fax: (724) 863-7372, Email: jotto@penntwp.org

Monaca—Petures, William, Chief of Police, Monaca Police Dept, 928 Pennsylvania Ave, 15061, (724) 371-3533, Email: chiefpetures@monacapa.net

Norristown—Bono, Russell J, Sheriff, Montgomery Co Sheriff's Office, PO Box 311, 19404, Email: rbono1@montcopa.org

—Closser, Richard C, Deputy Chief of Police/Captain, Norristown Police Dept, 235 E Airy St, 19401, (610) 270-0496, Fax: (610) 270-0454, Email: rclosser@norristown.org

Olyphant—Foley, James P, Chief of Police, Olyphant Borough Police Dept, 604 E Park St, 18447, (570) 383-1820, Fax: (570) 489-8091, Email: opd2603@yahoo.com

Pittsburgh—Bisignani, Michael J, Chief of Police, Dormont Police Dept, 1444 Hillside Ave, 15216, (412) 561-8900 Ext. 234, Fax: (412) 561-3516, Email: bisignani@boro.dormont.pa.us

—Porter, Matthew S, Assistant Chief of Police, Port Authority of Allegheny Co Police, 345 Sixth Ave 3rd Fl, 15222, (412) 255-1385, Fax: (412) 255-1352, Email: mporter@portauthority.org



Sinking Spring—Schweyer, Lee K, Chief of Police, Sinking Spring Police Dept, 3940 Penn Ave, 19608, (610) 678-1906, Fax: (610) 678-2937, Email: lschweyer@sinkingsspringpd.org, Web: www.co.berks.pa.us/muni/sinkingsspring/police

Throop—Jones, Keith C, Chief of Police, Throop Police Dept, 201 Charles St, 18512, (570) 489-0211, Fax: (570) 489-4440, Email: jonesk@throoppolice.org

Troy—Morelli, Anthony P, Chief of Police, Troy Borough Police Dept, 49 Elmira St, 16947, (570) 297-2423, Fax: (570) 297-0775, Email: amorelli@troyborough.com

Upland—Ocasio, Nelson A, Chief of Police, Upland Police Dept, 222 Castle Ave, 19015, (610) 872-3040, Email: nelson.ocio@verizon.net, Web: www.uplandpolice.org

West Mifflin—Davies, Kenneth I, Chief of Police, West Mifflin Police Dept, 1020 Lebanon Rd, 15122, (412) 461-3125, Fax: (412) 461-3944, Email: kdavies@westmifflinpolice.com, Web: www.westmifflinpolice.com

## Rhode Island

Little Compton—Marion, Antone, Chief of Police, Little Compton Police Dept, 60 Simmons Rd, 02837, (401) 635-2311, Fax: (401) 635-8782, Email: bmarion@lctri.com

## South Carolina

Folly Beach—Gasser, Glenn, Detective, Folly Beach Public Safety, 106 W Cooper Ave, PO Box 48, 29439, (843) 725-9871, Email: ggasser@cityoffollybeach.com

Orangeburg—Alexander, Alfred, Captain, Orangeburg Dept of Public Safety, 1320 Middleton St, 29115, (803) 533-4107, Fax: (803) 533-5926, Email: a.alexander@orangeburgdps.org, Web: www.orangeburg.sc.us

—Shultz, Carl W, Captain, Orangeburg Dept of Public Safety, 1320 Middleton St, 29115, (803) 533-4107, Fax: (803) 533-5926, Email: cwshultz@yahoo.com, Web: www.orangeburg.sc.us

## South Dakota

Belle Fourche—Jones, Scott M, Chief of Police, Belle Fourche Police Dept, 1010 Eighth Ave, 57717, (605) 892-4240, Fax: (605) 892-4504, Email: jones@bellefourche.org, Web: www.bellefourche.org

Flandreau—Schrad, Anthony, Chief of Police, Flandreau Police Dept, 200 N Crescent St, 57028-1239, (605) 997-3830, Email: chief.schrad@flandreaupolicedept.org

Madison—Meyer, Justin, Chief of Police, Madison Police Dept, 116 W Center St, 57042, (605) 256-7512, Email: j.U.S.tin.meyer@cityofmadisonsd.com

Mitchell—Koster, Michael J, Major, Mitchell Dept of Public Safety, 201 W First, 57301, (605) 995-8400, Fax: (605) 995-8486, Email: mikel@mittchelldps.com, Web: www.cityofmittchell.org

## Tennessee

Cleveland—Watson, Eric, Sheriff, Bradley Co Sheriff's Office, 2290 Blythe Ave, 37323, (423) 728-7300, Email: ewatson@bradleyco.net, Web: www.bradleysheriff.com

Decherd—Peterson, Ross, Chief of Police, Decherd Police Dept, 201 S Diagonal St PO Box 488, 37324, (931) 962-1675, Fax: (931) 962-4988, Email: peterson@decherd.net

Farragut—Bazzano, Paul J, Vice President, Perceptics LLC, 11130 Kingston Pike Ste 6, 37934, (865) 210-9857, Email: paul.bazzano@perceptics.com, Web: www.perceptics.com

Gallatin—Lawson, Angela, Assistant Chief of Police, Volunteer State Community College, Campus Police Dept, 1480 Nashville Pike Wood Bldg, 37066, (615) 230-3576, Fax: (615) 230-4810, Email: angela.lawson@volstate.edu

Nashville—Bauer, Jeffrey S, Lieutenant, Metropolitan Nashville Police Dept, 200 James Robertson Pkwy, 37201, (615) 862-7677, Email: jeffrey.bauer@nashville.gov

—Blair, Gregory A, Captain, Metropolitan Nashville Police Dept, 200 James Robertson Pkwy, 37201, (615) 294-5798, Email: gregory.blair@nashville.gov

—Carroll, Grant A, Lieutenant, Metropolitan Nashville Police Dept, 200 James Robertson Pkwy, 37201, (615) 336-3650, Email: elcid89tn@comcast.net

—Celatka, Brian E, Resident Agent in Charge, U.S. Dept of Veteran Affairs OIG CID, 110 Ninth Ave S, 37203, (615) 695-6297, Fax: (615) 695-6173, Email: brian.celatka@va.gov, Web: www.va.gov/oig

—Richmond, Sean, Sergeant, Metropolitan Nashville Police Dept, 200 James Robertson Pkwy, 37201, (615) 419-0940, Email: sean.richmond@nashville.gov

Pittman Center—Carr, Logan C, Chief of Police, Pittman Center Police Dept, 2839 Webb Creek Rd, 37876, (865) 436-5499, Fax: (865) 430-9359, Email: carr\_logan@yahoo.com

## Texas

Alvarado—Anderson, Brad K, Chief of Police, Alvarado Police Dept, 600 S Parkway, 76009, (817) 790-0910, Fax: (817) 783-5620, Email: andersonb@cityofalvarado.org, Web: www.cityofalvarado.org

Amarillo—Funtek, Ken A, Colonel/Assistant Chief of Police, Amarillo Police Dept, 200 SE Third Ave, 79101, (806) 378-4254, Fax: (806) 378-9487, Email: ken.funtek@amarillo.gov, Web: www.police.amarillo.gov

Arlington—Tillerson, Jay, Assistant Chief of Police, Univ of Texas-Arlington, 700 S Davis Dr, 76013, (817) 272-3903, Email: jilterson@uta.edu

Austin—Avant, Dale, Deputy Assistant Director, Texas Dept of Public Safety, Intelligence & Counterterrorism, 6100 Guadalupe St, 78752, (512) 462-6115, Email: jennifer.warren@dps.texas.gov

—Chrane, Justin J, Major, Texas Dept of Public Safety, 5805 N Lamar, 78752, (512) 424-2115, Fax: (512) 424-2176, Email: justin.chrane@dps.texas.gov, Web: www.txpds.state.tx.us

—Hester, Jason D, Major, Texas Dept of Public Safety, 5805 N Lamar Blvd Bldg C, 78752, (512) 424-5784, Email: jason.hester@dps.texas.gov

—McIlvain, Chris, Assistant Chief of Police, Austin Police Dept, PO Box 689001, 78768, (512) 736-3755, Email: chris.mcilvain@aU.S.tintexas.gov

—Meyer, Steven, President, Ikey, 2621 Ridgepoint Ste 235, 78754, (512) 837-0283 Ext. 83, Email: steve@ikey.com

Bartonville—Blount, Corry, Chief of Police, Bartonville Police Dept, 1941 E Jeter Rd, 76226, (817) 430-1913 Ext. 286, Email: cblount@townofbartonville.com

Bryan—Morris, Elizabeth, Director, TEEX Law Enforcement and Security, 3100 State Hwy 47, Riverside Campus Bldg 7751, 77807, (979) 324-6085, Email: elizabeth.morris@teex.tamu.edu

Cisco—Weikel, Larry J, Chief of Police, Cisco Police Dept, PO Box 10, 76437, (254) 442-1770, Fax: (254) 442-3632, Email: cisco.pd@sbcglobal.net

Cleburne—Knoll, Amy R, Acting Chief of Police, Cleburne Police Dept, 302 W Henderson, 76033, (817) 556-8828, Fax: (817) 645-0974, Email: amy.knoll@cleburne.net, Web: www.cleburnepolice.org

Coppell—Irby, Byron, Supervisory Air Marshal in Charge, Federal Air Marshal Service OLE, Dallas Field Office, 510 Airline Dr Ste 200, 75019, Email: byron.j.irby@ole.tsa.dhs.gov

—Pletcher, Tony, Captain, Coppell Police Dept, 130 Town Center Blvd, 75019, (972) 304-7085, Fax: (972) 304-3535, Email: tletcher@coppelltx.gov

Dallas—Bishop, Stephen, Associate Director Research/Sergeant, Caruth Police Institute/Dallas Police Dept, 1400 S Lamar 1st Fl, 75215, (214) 551-9687, Email: stephen.bishop@dallascityhall.com

—Davis-Lamm, Jennifer, Associate Director Special Projects, Caruth Police Institute, 1400 S Lamar 1st Fl, 75215, (214) 671-3732, Email: jennifer.davis-lamm@untDallas.edu

—Gudenu, Henry, Lieutenant, Dallas Co Schools Police Dept, 612 N Zang Blvd, 75208, (214) 944-4586, Email: hgudenu@dcschools.com

—Schlager, Melinda, Director, Caruth Police Institute, 1400 S Lamar 1st Fl, 75215, (817) 201-7576, Email: melinda.schlager@untDallas.edu

Denton—Travis, William B, Sheriff, Denton Co Sheriff's Office, 127 N Woodrow Ln, 76205, (940) 349-1920, Email: will.travis@dentoncounty.com

East Bernard—Szymanski, J A, Constable Precinct 2, Wharton Co Constable's Office, 736 Clubside, 77435, (979) 335-6210 Ext. 14, Email: ja@whartonconstable2.com

Fort Worth—Briggs, Norman, General Director Homeland Security, BNSF Railway, 6651 Burlington Blvd, 76131, (817) 352-2713, Email: norman.briggs@bnsf.com

Galveston—Curry, Anthony J, Assistant Chief of Police, Univ of Texas Medical Branch Police Dept, 404 Eighth, 77555, Email: ajcurry@utmb.edu

Garden Ridge—Eberhardt, Ron, Chief of Police, Garden Ridge Police Dept, 9400 Municipal Pkwy, 78266, (210) 651-6441, Email: reberhardt@ci.garden-ridge.tx.us

Hempstead—Nealy, Wren, Lieutenant, Waller Co Sheriff's Office, 701 Calvit, 77445, (832) 832-4213, Email: wnealy@ccems.com

Hitchcock—Hamm, John C, Chief of Police, Hitchcock Police Dept, 6815 Second St, 77563, (409) 986-5559, Fax: (409) 986-9246, Email: jhamm@hitchcockpd.com, Web: www.www.hitchcockpd.com

Houston—Aupperlee, William, Supervisory Air Marshal in Charge, Federal Air Marshal Service OLE, Houston Field Office, 10055 Regal Row Ste 100, 77040, Email: william.aupperlee@ole.tsa.dhs.gov

Irving—Redburn, Brian, Assistant Chief of Police, Irving Police Dept, 300 N O Connor Rd, 75061, (972) 721-2475, Email: bredburn@cityofirving.org

Laredo—Kriegh, Kevin, Director of Air Operations Laredo Air Branch, Customs & Border Protection/DHS, 5203 Maher Ave Ste 3, 78041, (965) 415-1436, Email: kevin.kriegh@dhs.gov

Lavon—Jones, Johnny M, Chief of Police, Lavon Police Dept, PO Box 340, 75166, (972) 843-4219, Fax: (972) 843-0945, Email: mike.jones@cityoflavon.org

Louise—Srubar, Shannon, Constable Precinct 3, Wharton Co Constable's Office, PO Box 184, 77455, (979) 648-2022, Email: shannon.srubar@co.wharton.tx.us

Midland—Bracken, Steven, Lieutenant, Midland College Police Dept, 3600 N Garfield, 79705, (432) 685-4734, Email: sbracken@midland.edu

New Boston—King, Tony D, Chief of Police, New Boston Police Dept, 108 N Center St, 75570, (903) 628-3771, Fax: (903) 628-9247, Email: tony.king@nb-pd.org

North Richland Hills—Scott, Rick, Assistant Chief of Police, North Richland Hills Police Dept, PO Box 820609, 76182, (817) 427-7004, Fax: (817) 427-7010, Email: rscott@nrhtx.com

Palmer—Zaidle, John, Chief of Police, Palmer Police Dept, PO Box 186, 75152, (469) 658-5603, Email: johnzaidle@gmail.com

Pearland—Spies, Johnny, Assistant Chief of Police, Pearland Police Dept, 2555 Cullen Blvd, 77584, (713) 775-4065, Email: jspires@pearlandtx.gov

Plano—Foale, Kenneth, Officer, Plano Police Dept, 909 E 14th St, 75074, (972) 424-5678 Ext. 6048, Email: kenneth@plano.gov

San Antonio—Chilcutt, Cory, Chief of Transit Police, VIA Metropolitan Transit Police, 800 W Myrtle, 78212, (210) 362-2119, Email: cory.chilcutt@viainfo.net

Sealy—Reeves, Jay, Captain, Sealy Police Dept, 415 Main St, 77474, (281) 830-5177, Email: jreeves@ci.sealy.tx.us

—Riske, Scott, Lieutenant, Sealy Police Dept, 415 Main St, 77474, (979) 885-2913 Ext. 106, Email: sriske@ci.sealy.tx.us

Seguin—Ure, Bruce, Deputy Chief of Police, Seguin Police Dept, 350 N Guadalupe St, 78155, (830) 401-2367, Email: bure@seguintexas.gov

Sherman—Dean, Stephen A, Assistant Chief of Police, Sherman Police Dept, PO Box 1173, 75091, (903) 892-7336, Email: steved@ci.sherman.tx.us

Stafford—Herman, Patrick B, Captain, Stafford Police Dept, 2702 S Main, 77477, (281) 261-3950, Email: pherman@staffordpd.com, Web: www.staffordpd.com

Uvalde—Herrera, Eric M, Chief of Police, Uvalde Police Dept, PO Box 799, 78801, (830) 278-9147, Fax: (830) 278-2332, Email: eherrera@uvaldetx.com, Web: www.uvaldepd.com

Wharton—Mican, Jason, Chief Investigator, Wharton Co District Attorney's Office, 210 S Rusk, 77488, (979) 532-8051, Email: jason.mican@co.wharton.tx.us

—Terronez, Daniel, Director of Security and Public Safety, Wharton Junior College, 911 Boling Hwy, 77488, (979) 532-6465, Email: daniel.terronex@co.wharton.tx.us

White Settlement—Bevering, John P, Chief of Police, White Settlement Police Dept, 8900 Clifford St, 76108, (817) 246-7070, Fax: (817) 367-3276, Email: jbevering@wspd.com

## Utah

Ogden—Hutchinson, Nathan, Lieutenant, Weber Co Sheriff's Office, 721 W 12th St, 84404, (801) 940-2543, Email: nhutchin@co.weber.ut.us

—Rounkles, Michael, Detective, Ogden City Police Dept, PO Box 12848, 84412, (801) 629-8093, Fax: (801) 629-8128, Email: michael.rounkles@ogdencity.com

—Ward, Matthew, Agent, Ogden City Police Dept, PO Box 12848, 84412, (801) 629-8120, Fax: (801) 629-8128, Email: matthewward@ogdencity.com

Salt Lake City—Cryder, Mark, Sergeant, Salt Lake City Police Dept, PO Box 145497, 84114-5497, (801) 865-8519, Email: mark.cryder@slcgov.com

Tooele—Potter, Jason C, Sergeant, Tooele City Police Dept, 323 N Main St, 84074, (435) 882-8900, Fax: (435) 882-7727, Email: jpotter@tooelecity.org, Web: www.tooelecity.org

—Turnbow, Tanya S, Officer, Tooele City Police Dept, 323 N Main St, 84074, (435) 882-8900, Fax: (435) 882-7777, Email: turnbow@tooelecity.org, Web: www.tooelecity.org

## Vermont

Ascutney—Daniels, William J, Chief of Police, Weathersfield Police Dept, 5259 U.S. Route 5, 05030, (802) 230-6730, Fax: (802) 674-2082, Email: william.daniels@state.vt.us

Bondville—Dernier, Nicole, TAC/Admin/Tech Liaison, Winhall Police and Rescue, 113 Vermont Route 30, PO Box 139, 05340, (802) 297-1013, Email: nicolehdernier@me.com

## Virginia

Alexandria—Morote, Gloria, Clinical Psychologist, Gloria Morote PhD PLLC, 424 S Washington St, 22314, Email: morote@aol.com

—Thompson, Jonathan, Executive Director & CEO, National Sheriffs Assn, 1450 Duke St, 22314, (703) 838-5300, Email: ed@sheriffs.org

Annandale—Anglin III, Delton, District Commander, Northern Virginia Community College Police Dept, 8333 Little River Tpke, 22003, (703) 425-5958, Email: djanglin@nvcc.edu

Arlington—Allison, Roderick, Assistant Administrator/Director, Federal Air Marshal Service OLE, 601 S 12th St, MS 6105, 20598, Email: roderick.allison@tsa.dhs.gov

—Belcher, Brian, Supervisory Air Marshal in Charge, Federal Air Marshal Service OLE, Washington Field Office, 601 S 12th St MS 6107, 20598, Email: brian.c.belcher@ole.tsa.dhs.gov



—\*Pfundheller, Janice, Vice President, PAE, 1320 Courthouse Rd, Ste 800, 22201, Email: janice.pfundheller@pae.com

Dunn Loring—Colon, Ricardo, Acting Assistant Director for Training, U.S. Dept of State Diplomatic Security Service, 2216 Gallows Rd, 22027, (702) 374-6597, Email: colonr@state.gov

Fredericksburg—Hall, Michael W, Chief of Police, Univ of Mary Washington Police Dept, 1301 College Ave Brent House, 22401-5300, (540) 654-1025, Fax: (540) 654-1073, Email: mhall2@umw.edu

—\*Morgan, Nicole D, Rappahannock Area Community Services Board, 600 Jackson St, 22401, (540) 940-2331, Fax: (540) 371-3753, Email: ndmorgan1@gmail.com, Web: www.racsb.state.va.us

Henrico—Cardounel, Humberto, Deputy Chief of Police, Henrico Co Police Division, PO Box 90775, 23273-0775, (804) 501-4830, Fax: (804) 501-4854, Email: car08@henrico.us

Lynchburg—\*Bland, Jacquay, Criminal Justice Student, Liberty Univ, 1971 University Blvd, 24515, (525) 314-1160, Email: jbland1@liberty.edu

Manassas Park—\*Winston, Frank D, Detective, Manassas Park Police Dept, 329 Manassas Dr, 20111, (703) 361-1136, Fax: (703) 330-2517, Email: f.winston@manassasparkva.gov, Web: www.manassasparkpolice.com

Norfolk—Shuey, Jeffrey A, Captain, Norfolk Police Dept, 100 Brooke Ave, 23501, (757) 664-7135, Fax: (757) 664-7235, Email: jeffrey.shuey@norfolk.gov

Portsmouth—Bozeman, Thomas O, Captain, Portsmouth Police Dept, 801 Water St, 23704, (757) 393-8013, Fax: (757) 393-5318, Email: bozeman@portsmouthva.gov, Web: www.portsmouthpd.us

Quantico—Bedford, Jeffrey, Unit Chief/Supervisory Special Agent, FBI, FBI Academy, 1 Range Rd, 22135, Email: thinblueline@juno.com

—Beltz, Ronald, Special Agent in Charge Northwest Field Office, Naval Criminal Investigative Service, Russell-Knox Bldg NCIS Code OOC, 27130 Telegraph Rd, 22134, Email: ronald.a.beltz@navy.mil

—Blincoe, Marc, Special Agent in Charge Far East Field Office, Naval Criminal Investigative Service, Russell-Knox Bldg NCIS Code OOC, 27130 Telegraph Rd, 22134, Email: mblincoe@ncis.navy.mil

—Butler, I Matthew, Special Agent in Charge Middle East Field Office, Naval Criminal Investigative Service, Russell-Knox Bldg NCIS Code OOC, 27130 Telegraph Rd, 22134, Email: matthew.butler2@navy.mil

—Cox, Philip A, Special Agent in Charge Hawaii Field Office, Naval Criminal Investigative Service, Russell-Knox Bldg NCIS Code OOC, 27130 Telegraph Rd, 22134, (808) 474-1218, Email: philip.a.cox@navy.mil

—Dodds, Kevin, Strategic Planner, Naval Criminal Investigative Service, Russell-Knox Bldg NCIS Code OOC, 27130 Telegraph Rd, 22134, Email: kevin.m.dodds@navy.mil

—Ford, Gregory D, Special Agent in Charge Singapore Field Office, Naval Criminal Investigative Service, Russell-Knox Bldg NCIS Code OOC, 27130 Telegraph Rd, 22134, Email: gregory.d.ford@navy.mil

—Gilliard, Darrell, Special Agent in Charge Washington Field Office, Naval Criminal Investigative Service, Russell-Knox Bldg NCIS Code OOC, 27130 Telegraph Rd, 22134, Email: darrell.gilliard@navy.mil

—Jackson, Michelle, Special Agent in Charge Europe Field Office, Naval Criminal Investigative Service, Russell-Knox Bldg NCIS Code OOC, 27130 Telegraph Rd, 22134, Email: mjackson@ncis.navy.mil

—Karakadze, Ricardo, Senior Intelligence Officer, Naval Criminal Investigative Service, Russell-Knox Bldg NCIS Code OOC, 27130 Telegraph Rd, 22134, Email: ricardo.j.karakadze@navy.mil

—Lamont, Leo, Special Agent in Charge Northeast Field Office, Naval Criminal Investigative Service, Russell-Knox Bldg NCIS Code OOC, 27130 Telegraph Rd, 22134, Email: leo.lamont@navy.mil

—Milburn, Scott, Chief of Staff, Naval Criminal Investigative Service, Russell-Knox Bldg NCIS Code OOC, 27130 Telegraph Rd, 22134, Email: scott.milburn@navy.mil

—Newquist, Gunnar, Special Agent in Charge Southwest Field Office, Naval Criminal Investigative Service, Russell-Knox Bldg NCIS Code OOC, 27130 Telegraph Rd, 22134, Email: niles.newquist@navy.mil

—Oakes, Jonathan, Special Agent in Charge Carolinas Field Office, Naval Criminal Investigative Service, Russell-Knox Bldg NCIS Code OOC, 27130 Telegraph Rd, 22134, Email: jonathan.w.oakes@navy.mil

—Smith, Katherine, Special Agent in Charge Central Field Office, Naval Criminal Investigative Service, Russell-Knox Bldg NCIS Code OOC, 27130 Telegraph Rd, 22134, Email: katherine.c.smith@navy.mil

—Snowdon, Andrew, Special Agent in Charge Southeast Field Office, Naval Criminal Investigative Service, Russell-Knox Bldg NCIS Code OOC, 27130 Telegraph Rd, 22134, Email: andy.snowdon@navy.mil

—\*So, Ed, Principal Computer Scientist, Naval Criminal Investigative Service, Russell-Knox Bldg NCIS Code OOC, 27130 Telegraph Rd, 22134, Email: edward.so@navy.mil

—Triesch, Susan, Special Agent in Charge Norfolk Field Office, Naval Criminal Investigative Service, Russell-Knox Bldg NCIS Code OOC, 27130 Telegraph Rd, 22134, Email: s.U.S.an.e.triesch@navy.mil

—Warmuth, Charles, Special Agent in Charge Marine Corps West Field Office, Naval Criminal Investigative Service, Russell-Knox Bldg NCIS Code OOC, 27130 Telegraph Rd, 22134, Email: charles.warmuth@navy

Saltville—Wilcox, Gary C, Chief of Police, Saltville Police Dept, 217 Palmer Ave, 24370, (276) 262-9110, Fax: (276) 496-8935, Email: saltvillepolicechief@saltville.org, Web: www.saltville.org

## Washington

Bellevue—\*Davis, Ryan, Segment Marketing Manager, Quantum, 3600 136 PI SE Ste 200, 98006, (425) 201-1506, Email: ryan.davis@quantum.com

Kent—\*Ueland, Lora, Executive Director, Valley Communications Center, 27519 108th Ave SE, 98030, (253) 372-1510, Fax: (253) 372-1305, Email: lorau@valleycom.org

Renton—Harpole, Fred, Supervisory Air Marshal in Charge, Federal Air Marshal Service OLE, Seattle Field Office, 500 Powell Ave SW, 98057, Email: manfred.f.harpole@ole.tsa.dhs.gov

Roy—Armitage, Darwin, Chief of Police, Roy Police Dept, 216 McNaught, 98580, (253) 843-2286, Fax: (253) 843-0279, Email: chief.armitage@cityofroywa.us

Seattle—Geers, Mark, Chief Special Agent, BNSF Railway Police, 12400 51st PI S, 98178, (206) 658-1612, Email: mark.geers@bnf.com

—\*Mosley, Lisa, Trooper, Washington State Patrol, 811 E Roanoke St, 98102, (206) 720-3018, Fax: (425) 649-1532, Email: lisa.mosley@wsp.wa.gov

Tumwater—\*Wallace, Tom, Chief Technology Officer, Washington State Patrol, 403 Cleveland Ave SE, Ste C, 98501, (360) 596-4901, Fax: (360) 596-4469, Email: tom.wallace@wsp.wa.gov

## West Virginia

Bluefield—Dillow, Dennis M, Chief of Police, Bluefield Police Dept, 200 S Mercer St, 24701, (304) 327-6101, Fax: (304) 325-3311, Email: policechief@cityofbluefield.com, Web: www.cityofbluefield.com

Charles Town—Kutcher, Chris A, Chief of Police, Charles Town Police Dept, 114 W Liberty St, 25414, (304) 725-2714, Fax: (304) 725-6753, Email: ckutcher@charlestownwv.us, Web: www.charlestownpolice.com

Granville—Corkrean, Joseph C, Chief of Police, Granville Police Dept, 1245 Main St, PO Box 119, 26534, (304) 598-0035, Fax: (304) 599-2233, Email: gpdcchief@wvgranville.com, Web: www.granvillepd.org

Huntington—Ciccarelli, Joseph, Chief of Police, Huntington Police Dept, 675 10th St, 25701, (304) 696-5510, Email: jciccarelli@hpdwv.com

Spencer—Nichols, Gregory J, Acting Chief of Police, Spencer Police Dept, 116 Court St, 25276, (304) 927-5616, Fax: (304) 927-3724, Email: spencerpd1@outlook.com

## Wisconsin

Barron—Fitzgerald, Chris D, Sheriff, Barron Co Sheriff's Dept, 1420 State Hwy 25, 54812, (715) 637-6737, Fax: (715) 537-6115, Email: chris.fitzgerald@co.barron.wi.us, Web: www.barronsheriff.org

Black River Falls—LaBarbera, Patrick J, Chief of Police, Black River Falls Police Dept, 101 S Second St, 54615, (715) 284-9155, Fax: (715) 284-2868, Email: brfpd.chief@blackriverfalls.us

Brookfield—\*Duwe, Michael C, Vice President Corporate Security, Sodexo Inc, 13555 Bishops Ct Ste 220, 53005, (262) 780-1066 Ext. 106, Fax: (262) 784-2501, Email: michael.duwe@sodexo.com

Delafield—Nyren, Landon C, Lieutenant, Delafield Police Dept, 115 Main St, 53018, (262) 646-6240, Fax: (262) 646-6242, Email: lnyren@ci.delafield.wi.us

Eau Claire—Thomas, Derek, Detective Lieutenant, Eau Claire Police Dept, 721 Oxford Ave Ste 1400, 54701, (715) 864-6131, Email: derek.thomas@eauclairewi.gov

Greenfield—\*Deglopper, Christopher, Detective Sergeant, Greenfield Police Dept, 5300 W Layton Ave, 53220, (414) 761-5345, Email: chris.deglopper@gfpd.org

—\*Lindstrom, Eric, Sergeant, Greenfield Police Dept, 5300 W Layton Ave, 53220, (414) 761-5343, Email: eric.lindstrom@gfpd.org

Greenfield—\*Radakovich, Ray, Sergeant, Greenfield Police Dept, 5300 W Layton Ave, 53220, (414) 761-5344, Email: ray.radakovich@gfpd.org

Hortonville—Sullivan, Michael J, Chief of Police, Hortonville Police Dept, 521 N Nash St PO Box 99, 54944, (920) 779-6165, Fax: (920) 779-6189, Email: msullivan@hortonvillepd.com

La Crosse—Lawrence, Robert, Captain, La Crosse Police Dept, 400 La Crosse St, 54601, (608) 789-7204, Email: lawrencer@cityoflacrosse.org

Madison—\*Rehberg, Glenn A, Senior Training Officer, WI Dept of Justice Standards and Training, PO Box 7070, 53707-7070, (608) 266-7783, Fax: (608) 266-7869, Email: rehbergga@doj.state.wi.us, Web: www.wilenet.org

Milwaukee—Kranz, Jeffrey, Captain, Marquette Univ Police Dept, 749 N 16th St, 53233, (414) 288-4268, Email: jeffrey.kranz@mu.edu

Oak Creek—Anderson, Steve, Captain, Oak Creek Police Dept, 301 W Ryan Rd, 53154, (414) 766-7615, Email: sanderson@oakcreekwi.org

Racine—\*Herold, Steven R, Sergeant, Racine Police Dept, 730 Center St, 53403, (262) 939-5374, Fax: (262) 619-2470, Email: steven.herold@cityofracine.org

Wausau—Bean, Greg L, Captain, Marathon Co Sheriff's Dept, 500 Forest St, 54403, (715) 261-1424, Fax: (715) 261-1414, Email: gregory.bean@co.marathon.wi.us

## Wyoming

Mills—Preciado, Bryon, Chief of Police, Mills Police Dept, 4800 W Yellowstone, 82644, (307) 266-4796, Fax: (307) 235-8976, Email: bpreciado@millsdpd.org, Web: www.millsdpd.org

## VIETNAM

Hanoi—Nguyen, Mo V, Chief of Police, Bo Cong An Don Vi WC 682, 60 Nguyen Du Quan 2 Ba Trung, 84 909697962, Email: vanmo1811@gmail.com

**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.**

John J. Higgins, President, Empco Inc., Troy, Michigan

C. Hymel, Chief of Police (ret.), Indian Head Park, Illinois; Darien, Illinois (life member)

Harry E. Johnson, Director of Police, Moorestown Township, New Jersey

Lawrence N. Jolma, Jr., Assistant Section Chief ITSD/CSS (ret.), FBI; Beaverton, Oregon

Floyd D. Simpson, Chief of Police, Corpus Christi, Texas

William C. Trapnell, Chief of Police (ret.), Susquehanna Township, Harrisburg, Pennsylvania (life member)

James P. Treadaway, Major, New Orleans, Louisiana; Metairie, Louisiana



**REMEMBER:**

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

# 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 [www.policechiefmagazine.org](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.



## ***Fingerprint detection workstation***

Foster + Freeman Ltd. announces the launch of DCS 5, designed to be the world's most advanced fingerprint detection, capture, and enhancement workstation. Combining high-resolution imaging technology with a selection of powerful LED and halogen forensic light sources, DCS 5 is capable of visualizing and improving the appearance of almost any type of fingerprint on almost any surface or background. Once an image has been captured, advanced software, applied using simple controls, enhances print detail to further improve the value of evidence. Key to DCS 5's effectiveness is the system's custom-modified digital SLR camera. Used in combination with the relevant light sources and viewing filters, it allows users to detect and

examine finger marks using reflected long-wave UV imaging (R-UV) at one end of the spectrum and IR fluorescent powders, such as the newly developed fpNatural 1 powder, at the other.

**For more information, visit [www.fosterfreeman.com/dcs.5](http://www.fosterfreeman.com/dcs.5).**

## ***Web-enabled software platform***

Vidsys, a global provider of enterprise Physical Security Information Management (PSIM) software, announced the next stage of evolution of its award-winning, web-enabled software platform, to include the convergence of physical and cyber security with information management solutions. Enhancements in the next release of the software will include a graphical user interface (GUI)

refresh; enterprise data visualization (EDV), including external vulnerability and threat assessment; enterprise business intelligence (EBI) dynamic trending and reporting in real time; improved map display modules, including 3D support and improved performance and diagnostics tools; and continued internationalization (i18n). Vidsys provides a transformational software platform that is used to run operations centers for leading enterprise organizations and public sector agencies globally. The rapidly deployable, browser-based platform collects, correlates, and converts vast amounts of data into meaningful and actionable information, based on the organization's risk policy, standards, and compliance requirements.

**For more information, visit [www.vidsys.com](http://www.vidsys.com).**

## ***Online crash reports***

Carfax offers one online source for crash reports—Crashdocs.org. Crash reports from virtually any police department in the United States are easily accessible and, now, available instantly from a rapidly growing number of agencies. Insurers, lawyers, and other interested parties can quickly order the reports they need and view some of them immediately without added convenience fees. Industry professionals no longer have to contact individual police departments or pay high convenience fees to obtain crash reports. Crashdocs.org is the single source for information about a specific crash from law enforcement agencies across the United States, eliminating the need for individual agencies to mail out reports, a significant cost savings for agencies and those requesting the reports.

**For more information, visit [www.crashdocs.org](http://www.crashdocs.org).**





### *Extrication tactics course*

The Center for Domestic Preparedness (CDP) offers the Field Force Extrication Tactics course. The three-day course provides emergency responders with the knowledge, tools, and skills necessary to recognize the purpose of protestor devices, as well as identifying the various types of locking protestor devices used in civil actions. The course also covers legal issues as they relate to the use of and the extrication of individuals from protestor devices and the safe operation of tools used to extricate individuals from protestor devices. All Center for Domestic Preparedness training courses are fully funded by the Department of Homeland Security for state, local, and tribal responders, including travel, lodging, and meals.

**For more information, visit <http://cdp.dhs.gov/training/program/1/#ffe>.**

### *Cloud-based software platform for school administrators and public safety agencies*

Haystax Technology, Inc., announces it will bolster school safety for the McAllen Independent School District (MISD), which spans 33 campuses and includes more than 30,000 students, teachers, and employees in Rio Grande Valley, Texas. MISD will launch the Haystax School Safety Center, a cloud-based software platform that gives school administrators and public safety agencies a common operational picture of the school security environment, helping them better

anticipate and respond to threats. The Haystax School Safety Center will integrate MISD's critical threat and school facility information into a single alerting and monitoring tool—available any time, any place, and on any device. This will give the MISD Police Department and school district leaders a 360-degree view of their area of operations, while allowing MISD to maintain critical campus data and imagery, conduct safety audits, report and monitor incidents, and identify and continuously analyze potential school-related threats.

**For more information, visit [www.haystax.com](http://www.haystax.com).**

### *Social media campaign*

The #WhyIWearTheBadge campaign is designed to highlight the diversity and commitment of law enforcement officers, and a quick search of the hashtag on Facebook, Twitter, Instagram, or YouTube will reveal just that. The badge is a symbol of courage, strength, and integrity. With the display of the badge comes great responsibility, so why do hundreds of thousands of men and women wear the badge each day? Agencies from around the world are sharing photos, videos, and stories that show how unique the field of law enforcement is and how dedicated officers are to their profession. #WhyIWearTheBadge showcases the wonderful and courageous work law enforcement officers are doing to create safer, healthier, and friendlier communities.

**For more information, visit [www.theiacp.org/whyiwearthebadge](http://www.theiacp.org/whyiwearthebadge).**

### *Text-to-9-1-1 rollout*

TeleCommunication Systems, Inc. (TCS), announces that it now supports more than 500 public safety answering points (PSAPs) with production service in 33 states, as well as Washington, D.C., and Puerto Rico. TCS simplifies deployment for PSAPs interested in receiving text-to-9-1-1 messages by leading interoperability work with legacy providers, text service providers that use proprietary protocols, and next generation providers that use the standards-based Message Session Relay Protocol (MSRP). TCS is working with more than 300 additional PSAPs to implement text-to-9-1-1.

**For more information, visit [www.telecomsys.com](http://www.telecomsys.com).**



### *In-car ballistic shield*

Unprovoked attacks on police officers are rising. According to the FBI statistics, more than half of officers killed by firearms annually were not wearing body armor when they were slain. Of those who wore vests, most died from either head or neck wounds or were struck in areas not protected by their vests. Riggs developed and manufactures Riggs Shield, engineered to be the fastest deployable ballistic shield from inside a patrol car. It is a UL Level III (NIJ level IIIa) ballistic shield that mounts to the door panel of a patrol vehicle, giving instant access to the shield to protect the head and neck while seated in the vehicle. The shield is rated to stop up to .44 Magnum, 240 grain, pistol rounds. ♦

**For more information, visit [www.policeballisticsshield.com](http://www.policeballisticsshield.com).**



## 39th Annual LEIM Training Conference and Exposition—Recap

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

The 39th Annual LEIM Training Conference & Technology Exposition recently concluded in San Diego, California. The event was held at the Sheraton San Diego Hotel and Marina, May 18–20, 2015, and was attended by more than 600 people, including representatives from 42 U.S. states, Canada, the Bahamas, Denmark, England, Japan, the Netherlands, Nigeria, and Sweden.

The 2015 LEIM conference opened with welcoming remarks by Jim Buckley, special agent, U.S. Immigration and Customs Enforcement (ICE), and chair of LEIM Section Board of Officers. Mr. Buckley introduced the San Diego, California, Police Department Color Guard for the presentation of colors, as well as Captain Dawn Summers, who sang the national anthem. San Diego Police Chief Shelley Zimmerman welcomed conference attendees to the city, and Chief Richard Beary, president of IACP, addressed conference participants by noting his cybercrime priorities and highlighting the IACP #WhyIWearTheBadge campaign ([www.theiacp.org/whyiwearthebadge](http://www.theiacp.org/whyiwearthebadge)). James Baker, director of IACP's Law Enforcement Operations & Support division, welcomed conference attendees and highlighted some of the key topics that were addressed throughout the conference.

### Law Enforcement Cyber Center Launch

Working in collaboration with project partners such as the Bureau of Justice Assistance (BJA), Police Executive Research Forum (PERF), and RAND Corporation, as well as many other strategic partners, IACP announced the public launch of the Law Enforcement Cyber Center ([www.iacpcybercenter.org](http://www.iacpcybercenter.org)). The Cyber Center is designed to enhance awareness, expand education, and build the capacity of law enforcement and public safety agencies to prevent, investigate, prosecute, and respond to these dynamic and pressing challenges facing us

today and in the future. BJA Associate Deputy Director J. Patrick McCreary discussed the creation of the Cyber Center and the strategic partnership between key organizations that fosters its collaborative support. David Roberts, senior program manager of the IACP Technology Center, provided a brief overview and demonstration of the Cyber Center, followed by Director of the Center for Applied Research and Management, PERF, Tom Wilson, and Dr. Sasha Romanosky, associate policy researcher, RAND, who discussed additional research and technical assistance capabilities that are being implemented through the Cyber Center.

### Police Use of Body-Worn Cameras: Emerging Issues and Evolving Best Practices

To lay the foundation for the panel discussion on body-worn cameras, IACP conducted a brief survey of the approximately 220 persons attending the workshop, using an audience response system. Two-thirds of the audience indicated they were state or local law enforcement, 60 percent of whom represented agencies with 500 or more sworn officers. Nearly one-third (31 percent) were testing the use of body-worn cameras, and 42 percent were planning implementation. Over half (53 percent) of those planning had not yet identified funding sources for the body-worn cameras.



*LEIM conference attendees providing feedback and listening intently.*

On policy, the audience was equally split—one-third of agencies had a policy in place;

one-third were in the process of developing a policy; and the remaining one-third had no policy in place or in development. An overwhelming majority (82 percent) of participants indicated that their agencies were initiating the move to adopt body-worn cameras, rather than responding to legislation or some other mandate. Three-quarters (76 percent) of those agencies testing or implementing body-worn cameras allow officers some measure of discretion in activating their cameras, and 88 percent allow officers to review videos in drafting reports. Nearly two-thirds (64 percent) of the agencies in attendance store body-worn camera footage in-house, while 30 percent store it with a cloud provider.

Chief Shelley Zimmerman provided a fairly detailed discussion of how San Diego Police Department had planned for and implemented 1,000 body-worn cameras and the dynamic nature of policy development and adjustment. Initial research shows substantial reductions in citizen complaints and officer use-of-force instances during six-month and three-month research cycles in 2014. Sergeant Dan Gomez, Los Angeles, California, Police Department (LAPD), provided an overview of research, field trials, and body-worn camera implementation plans for LAPD, noting that the agency will be implementing 6,200 cameras over the next two years. Captain Christopher Marks, Los Angeles, California, Sheriff's Department (LASD), described the planning and pilot testing of body-worn cameras presently under way at LASD, echoing many of the same concerns addressed by Chief Zimmerman and Sergeant Gomez. Major Christopher Wiles, Danville, Virginia, Police Department and LEIM Section Board Member, discussed body-worn cameras from the perspective of a smaller agency (133 sworn officers) that has used the technology for several years. Major Wiles reported reductions in use-of-force and formal complaints, and offered suggestions to address common challenges facing agencies in managing body-worn cameras.



BWC panel members Major Christopher Wiles, Sergeant Dan Gomez, Captain Chris Marks, and Chief Shelley Zimmerman, with facilitator David J. Roberts.

Kristen Mahoney, Deputy Director for the Policy Office, BJA, announced the formal public launch of the National Body-Worn Camera Toolkit ([www.bja.gov/bwc](http://www.bja.gov/bwc)), an online clearinghouse of lessons, policies, and research to support effective body-worn camera planning, implementation, and research. The toolkit is also designed to support the Office of Justice Programs Body-Worn Camera program, which is providing \$17 million in matching funds to state and local agencies to establish or enhance a body-worn camera pilot program.



Kristen Mahoney, BJA Deputy Director for the Policy Office, launches the National Body-Worn Camera Toolkit.

### Technical, Operational, and Policy Issues Surrounding Law Enforcement Technology

Extending the morning discussion from body-worn cameras, the first of two afternoon plenary workshops featured a brief presentation by workshop facilitator David J. Roberts exploring critical issues and universal questions emerging as law enforcement adopts a broad spectrum of technologies. Maggie Goodrich, CIO of LAPD; Pamela Scanlon, Executive Director of ARJIS (Automated Regional Justice Information System); Stephen Morris, Assistant Director of the FBI's CJIS Division; and Wil Nagel, Privacy Counsel at Krasnow Saunders Kaplan & Beninati, engaged in a facilitated discussion of emerging policy, operational, legal, and technical issues associated with planning, implementing, and managing an expanding array of technologies, including license plate readers, facial recognition applications, location-based policing tools,

and unmanned aircraft. Speakers discussed emerging legal doctrine and the challenges agencies face in addressing the concerns of citizens and privacy advocates, as well as the difficulties in measuring the business value of various technologies.

### Autonomous Vehicle Technology: Current Status, Future Plans, and Law Enforcement Implications

California Highway Patrol (CHP) Commissioner Joe Farrow opened the workshop on Autonomous Vehicle Technology with a series of vintage clips portraying the future of transportation technology. While society is not quite at the stage of flying or talking cars, Commissioner Farrow laid the foundation for panelists who discussed connected vehicles, intelligent transportation systems, and self-driving cars and explored the law enforcement implications of autonomous vehicles.



CHP Commissioner Joe Farrow exploring the future of transportation technology.

The panel included Dr. Bernard Soriano, Deputy Director, California Department of Motor Vehicles (DMV); Ron Medford, Director of Safety, Self-Driving Cars, Google; Captain Kevin Davis, California Highway Patrol; and Dr. Christopher Stanley, P.E., Citizant for the Intelligent Transportation Systems Joint Program Office (ITS JPO), Federal Highway Administration (FHWA). Dr. Soriano provided an overview of the technology and the legal and regulatory approach the California DMV has followed for autonomous vehicles. Ron Medford described the self-driving cars that Google is developing, while Captain Kevin Davis explored the law enforcement implications of autonomous vehicles. Dr. Stanley provided a broader, connected vehicle perspective from the FHWA, which operates the ITS JPO.

### Workshops

The 2015 LEIM conference featured 27 concurrent workshops organized into three tracks: Executive, Operational, and Technical. Workshop topics ranged from Big Data and the CJIS Cloud to Proactive and Predictive Policing. The growing use of body-worn cameras served as the topic of several workshops and included

agency perspectives from Mesa, Arizona; Fredericksburg, Virginia; Salt Lake City, Utah; and Calgary, Alberta, Canada.

### Technology Exposition

In addition to plenary sessions and workshops, LEIM conference attendees also benefited from a robust technology exposition featuring world-class solution providers. The 2015 LEIM Conference Technology Exposition included 54 industry-leading solution providers exhibiting at the conference. The conference also attracted 11 sponsors. Conference-attending chiefs, commanders, operational managers, technical support, and line staff were able—with the help of key industry partners—to explore the range of technologies and services that are available to help ensure successful law enforcement planning and implementation.



The LEIM Board opens the Exhibit Hall. (left to right) Chief Paul Cell, IACP Fourth Vice President; Chief Richard Beary, IACP President; James Buckley, Jr., LEIM Board Chair; Major Christopher Wiles, LEIM Board Member; Commander Scott Edson, LEIM Board Member; and Ms. Diedre L. Parish, LEIM Board Member.

### Committee Meetings

Several IACP committees host their mid-year meetings in association with the LEIM conference. The Computer Crime and Digital Evidence (CCDE) Committee met on Saturday, May 16, and the Criminal Justice Information Systems (CJIS) Committee and the Communications and Technology Committee met independently and jointly on Sunday, May 17. ♦



### LEIM 2016

Mark your calendars now, and plan to attend the 40th Annual LEIM Conference & Technology Exposition, May 23–25, 2016, in Dallas, Texas! Visit [www.theiacp.org/LEIM-Conference](http://www.theiacp.org/LEIM-Conference) in the coming months for more information.

# Start Recruiting NOW!

## Sponsor New Members for the 2015 President's Membership Drive

The membership of the IACP encompasses a diverse and exceptionally professional group from all aspects of the law enforcement profession. All of our efforts, training, research, model policies, smart policing strategies, best practices, and advocacy are directed at making our members successful and enhancing the role of the law enforcement profession worldwide.

The IACP vision is to *Serve the Leaders of Today and Develop the Leaders of Tomorrow*. In order to ensure that everyone involved in and associated with law enforcement has a place in the IACP, membership categories have been expanded in 2015. **As always Active Membership is open to all command-level officers serving in all levels of law enforcement.** New Associate Membership categories have been created to encourage non-command level officers, students, university academics & researchers, and service providers to join the IACP. Membership in the IACP has many educational, networking, and mentoring opportunities to prepare all law enforcement leaders for the challenges and opportunities they will face.

### ACTIVE MEMBERSHIP

Active membership in the IACP is open to chiefs and superintendents of police, as well as command-level police officers in public law enforcement agencies. Active members have the right to vote to determine official IACP policy and to elect association officers at the annual conference. **Active Member Dues are \$150.**

### ASSOCIATE MEMBERSHIP

Associate membership is available to non-command level officers and civilians in law enforcement agencies and those involved in practicing or teaching law enforcement and/or security and other areas working with the law enforcement profession. Associate members enjoy the same benefits as active members, except they do not have the right to vote on the election of association officers or the right to run for office.

#### Associate Leaders of Tomorrow: Sworn Officers—\$75

Available to sworn non-command level personnel not otherwise eligible for active membership.

#### Associate Leaders of Tomorrow: Students—\$30

Available to students enrolled at an accredited college or university in a criminal justice or related discipline not currently employed in a full-time position.

#### Associate Academic—\$150

Available to instructors/researchers in criminal justice or related fields working at colleges and universities.

#### Associate Service Provider—\$250

Available to employees of companies or organizations providing services to, or assisting, the law enforcement profession.

#### General Associate Membership—\$150

Available to those working in or with law enforcement not outlined in another Associate Membership category, including civilians working in law enforcement, private and corporate security, private detectives, associations and nonprofits, and medical or psychological professionals.

» Every member who sponsors at least one new member will receive an official IACP gift.

» Sponsor 4 new members and receive a free registration to the 2015 IACP Annual Conference & Expo being held October 24 – 27, 2015, in Chicago, Illinois, USA. (A \$350 Value!)

» In order to qualify for prizes and incentives, the specially coded 2015 President's Membership Drive application MUST be used.



Richard Beary, IACP President

### 2015 President's Membership Drive Rules and Information:

1. The new members you sponsor must use the 2015 President's Membership Drive application to qualify for prizes. Photocopies are acceptable.
2. Applications must be received at IACP Headquarters by the **close of business July 31, 2015.**
3. Renewing members do not qualify for this drive.
4. Prizes are non-transferable.
5. The 2015 IACP Annual Conference & Expo will be held in Chicago, Illinois, USA October 24 – 27, 2015.
6. Members will be notified of all prizes and incentives following the conclusion of the drive.
7. The first 250 members to sponsor a new member in the drive will receive the official IACP gift. The item sent will be at the discretion of the IACP.





# IACP President's Membership Drive Application

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

DO NOT USE

Name: \_\_\_\_\_ (Please Print)  
First Middle Initial Last

Title/Rank: \_\_\_\_\_

Agency/Business Name: \_\_\_\_\_

Business Address: \_\_\_\_\_

City, State, Zip, Country: \_\_\_\_\_

Residence Address: \_\_\_\_\_

City, State, Zip, Country: \_\_\_\_\_

Business Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

Send mail to my ☐ Business ☐ Residence Address

E-mail: \_\_\_\_\_

Website: \_\_\_\_\_

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

Date of Birth: (MM/DD/Year) \_\_\_\_/\_\_\_\_/\_\_\_\_ I am a sworn officer. ☐ Yes ☐ No

Number of sworn officers in your agency (if applicable) ☐ a. 1 - 5 ☐ b. 6 - 15 ☐ c. 16 - 25

☐ d. 26 - 49 ☐ e. 50 - 99 ☐ f. 100 - 249 ☐ g. 250 - 499 ☐ h. 500 - 999 ☐ i. 1000 +

Approximate pop. served (if applicable) ☐ a. under 2,500 ☐ b. 2,500 - 9,999 ☐ c. 10,000 - 49,999

☐ d. 50,000 - 99,999 ☐ e. 100,000 - 249,999 ☐ f. 250,000 - 499,999 ☐ g. 500,000 +

Education (Highest Degree): \_\_\_\_\_

Date elected or appointed to present position: \_\_\_\_\_

Law enforcement experience (with approx. dates): \_\_\_\_\_

☐ I have an Active Member Sponsor – Their name is: \_\_\_\_\_

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

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

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

Cardholder's Name: \_\_\_\_\_

Card #: \_\_\_\_\_ Exp. Date: \_\_\_\_/\_\_\_\_

Cardholder's Billing Address: \_\_\_\_\_

Signature: \_\_\_\_\_

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

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## Improving Traffic Safety and Reducing Crime: The DDACTS Approach in Shawnee, Kansas

By Larry Larimore, Chief of Police,  
Shawnee, Kansas, Police Department;  
Greg Collins, Research and Analysis  
Manager, Shawnee, Kansas, Police  
Department; and Zoë Thorkildsen,  
Research Analyst, CNA Corporation,  
Arlington, Virginia

The city of Shawnee, Kansas, is a suburban community on the western edge of the Kansas City Metropolitan area. The Shawnee Police Department (SPD) employs 85 sworn officers and 22 civilians and serves a population of 62,290 residents.<sup>1</sup> Shawnee has typically experienced relatively low crime rates; however, between 2008 and 2010, the city experienced a 22 percent increase in violent crime at a time when violent crime rates in the United States dropped by 14 percent.<sup>2</sup> Traffic crashes have also been a perennial concern for SPD. In 2002, the SPD formed a Traffic Safety Unit (TSU) specifically tasked to investigate crashes and enforce traffic violations. Since the formation of the unit, the number of automobile crashes has trended steadily downward, but persistent hotspots of traffic problems continue to exist. Based on the combination of traffic problems and violent crime, SPD explored the implementation of Data-Driven Approaches to Crime and Traffic Safety (DDACTS) in its community.

### DDACTS in Shawnee

In early 2010, the SPD leadership attended a DDACTS presentation at the annual Kansas Department of Transportation Traffic Safety Conference and decided to implement it at SPD. The first National Highway Traffic Safety Administration (NHTSA)—sponsored implementation workshop was held in Shawnee in May 2010, and all officers in the department were trained in the DDACTS strategy and principles. Chief Larry Larimore believed the DDACTS principles would enable his department to be more data-driven in deciding where and when to efficiently and effectively deploy staffing resources during unassigned time periods. The DDACTS guiding principles, as described by NHTSA, are as follows:

1. **Partners and Stakeholder Participation:** Partnerships among law enforcement agencies and with local stakeholders are essential and provide opportunities and

synergies for improving the quality of life in a community.

2. **Data Collection:** Place-based, current crime, crash, and traffic-related data, which are coded for type of incident, time of day, and day of week, are the building blocks of DDACTS. The collection of crime data may include Part I and Part II crimes, as well as other data like citizen complaints, field interviews, dangerous driving behaviors, and other nontraditional data.
3. **Data Analysis:** The creation of integrated maps that overlay crime, crash, and traffic-related data lets agencies identify problem locations, or “hotspots.”
4. **Strategic Operations:** Based on data analysis, agencies are able to identify hotspots on which to focus enforcement activities and counter-measures. Hotspot analysis guides the realignment of workflow and operational assignments to focus enforcement efforts and increase efficiency.
5. **Information Sharing and Outreach:** Built into the model are opportunities to share results, promote community participation, and document accomplishments.
6. **Monitoring, Evaluation, and Adjustments:** Data collection and analysis procedures allow for the monitoring, evaluating, and adjusting of field and internal operations. They also provide an opportunity to regularly assess crime and crash reduction, cost savings, and other outcome measures that define success.
7. **Outcomes:** Goals and objectives that emerge during problem area identification and strategic plan preparation are developed into outcome measures. These measures are used to assess effectiveness relating to reductions in crime, crashes, and traffic violations, and other outcomes.<sup>3</sup>

All SPD officers were trained on DDACTS within three months, and SPD formally began its DDACTS program in July 2010. In order to support the data collection and analysis principles, SPD’s crime analyst for crime data began coordinating directly with the city’s traffic engineer, who tracked crash data. These analysts worked together to mine the traffic crash locations (and causes) and to link those crash data with crime

analysis products. Once these data were analyzed concurrently, one area stood out for both traffic and crime problems—an area known as the 75th Street corridor. This area makes up only 2 percent of the city’s total land area and houses only 7.5 percent of the city’s population, but, in 2009, it accounted for 10.3 percent of the violent crime in the city. The 75th Street corridor also included several locations (e.g., intersections) that generated a disproportionate number of automobile crashes. Figure 1 shows these locations, and the sections chosen to be the treatment and control areas for the DDACTS evaluation are outlined in red.

SPD officers were assigned to conduct high-visibility traffic enforcement activities in the targeted area during specific days of the week and times of day. These assignments were made by shift supervisors using normal staffing capacities, not overtime. Officers assigned to DDACTS activities for their shifts were not available to dispatch to respond to routine calls, and, in addition to the dedicated officers, other officers were encouraged to use discretionary time to patrol the DDACTS enforcement area. They were able to access information related to the DDACTS hotspots using their in-car systems.

### Outcome of the Shawnee DDACTS Intervention

In 2011, SPD received funding from the Bureau of Justice Assistance’s Smart Policing Initiative (SPI) to support the continued implementation of DDACTS and conduct a rigorous evaluation of the impact of the DDACTS model on crime and traffic safety outcomes. The assessment also included a qualitative assessment both inside the department and within the community, which is described in detail in the *SPI Shawnee Spotlight Report*.<sup>4</sup> The quantitative analysis focused on comparing trends in crime over a six-year period (three years pre-implementation and three years post-implementation) in the target area and a comparison (control) area. Ultimately, the DDACTS area experienced substantial declines in both traffic-related incidents and targeted crime compared with the non-intervention area and with the city of Shawnee as a whole. Automobile crashes dropped 24 percent (from 314 crashes between July 2007 and July 2010 to 238 crashes between July 2010 and July 2013) in the intervention area following the application of the DDACTS strategy.



DDACTS Hotspots in Shawnee, Kansas

Also in the DDACTS area, target crimes dropped by nearly 40 percent after implementation of the model, including a 70 percent reduction in robberies. This decline in overall target crime (from 291 offenses to 176) is statistically significant.<sup>5</sup>

More sophisticated analysis reinforced the findings of significant declines in traffic safety problems and crime due to DDACTS. Vehicle crashes in both the DDACTS and comparison areas were declining in the pre-intervention period. However, post-intervention, the declining trend continues in the DDACTS area (24 percent reduction), while the comparison area experiences an upward trend in crashes, as shown in Figure 2. Similarly, the analysis found an 88 percent decrease in robberies and 84 percent reduction in commercial robberies in the intervention area after the intervention.

## Lessons Learned and Final Thoughts

**There is a fundamental connection between crime and traffic problems.** The idea that crime and traffic problems are related makes sense. Offenders will often use a vehicle at some point when committing a crime, either directly or as a means of transportation. In some cases, the crime actually involves an automobile (e.g., auto theft). Like crime, traffic crashes do not occur evenly across a city or community; rather, they occur disproportionately in a small number of high-risk areas. The DDACTS model applies 21st-century policing principles to target those areas where both crime and traffic problems co-occur.

**The implementation of DDACTS requires line officer buy-in, adequate training, and continued monitoring to ensure program fidelity.** DDACTS is not designed as a short-term initiative or crackdown on crime and vehicle crashes. Rather, the model requires a philosophical shift in how a police department views its role, particularly with regard to improving quality of life and reducing social harms.

Chief Larimore notes, "DDACTS is not a 'program.' Programs are usually associated with start and end dates. For us, DDACTS is an on-going

operational philosophy. It is one of our crime and social harm reduction strategies that is ingrained in our everyday policing model."<sup>6</sup>

SPD learned a very valuable lesson through its implementation of DDACTS. Chief Larimore says that if they had to do it all over again, they would spend more time up front with their operational staff and their managers explaining why they were introducing this cultural change in operations.

*We made the mistake of thinking that DDACTS was going to be easy to implement because of the resources available to us inside and outside of the department and because it is a simple concept to understand. In the end, the pushback from our operational staff was not because we were implementing DDACTS; it was because we were implementing cultural change too fast and with little engagement of our staff.<sup>7</sup>*

**Increased police presence and high-visibility traffic enforcement can effectively reduce crime and traffic collisions.** The results from the Shawnee SPI evaluation demonstrate that the DDACTS model can effectively reduce certain types of crime, as well as vehicle crashes. When applied correctly, DDACTS reduces social harms, enhances citizen safety, and improves quality of life.

In an era of budget constraints and limited staffing, Chief Larimore points out, "We achieved these positive results without additional staffing or additional budget funds, and we can sustain this approach into the future. We have captured officers' unassigned time to achieve departmental goals, and we are policing with a purpose."<sup>8</sup> ♦

Chief **Larry Larimore** (ret.) began his career in the Shawnee Police Department in 1985 and moved steadily through the ranks to attain his position as chief of police in 2011. He supported the Smart Policing Initiative DDACTS work during his tenure as chief.

**Greg Collins** is Research and Analysis Manager for the Shawnee Police Department and served as key personnel on the Smart Policing Initiative team.

**Zoë Thorkildsen** is a Research Analyst with CNA, the training and technical assistance provider for the Smart Policing Initiative, and worked with the Shawnee site.

## Notes:

<sup>1</sup>U.S. Census Bureau, "Shawnee, Kansas," State & County QuickFacts, <http://quickfacts.census.gov/qfd/states/20/2064500.html> (accessed May 11, 2015).

<sup>2</sup>Kevin M. Bryant, Gregory M. Collins, and Michael D. White, *Shawnee, Kansas, Smart Policing Initiative: Reducing Crime and Automobile Collisions through Data-Driven Approaches to Crime and Traffic Safety (DDACTS)*, Smart Policing Initiative Spotlight Report (Arlington, VA: CNA, 2015), ii, <http://www.cna.org/sites/default/files/research/Shawnee-Site-Spotlight.pdf> (accessed May 13, 2015).

<sup>3</sup>National Highway Traffic Safety Administration, *Data Driven Approaches to Crime and Traffic Safety (DDACTS): Operational Guide*, Report No. DOT HS 811 185 (Washington, D.C., March 2014), [http://www.nhtsa.gov/staticfiles/nti/ddacts/811185\\_DDACTS\\_OpGuidelines.pdf](http://www.nhtsa.gov/staticfiles/nti/ddacts/811185_DDACTS_OpGuidelines.pdf) (accessed May 11, 2015).

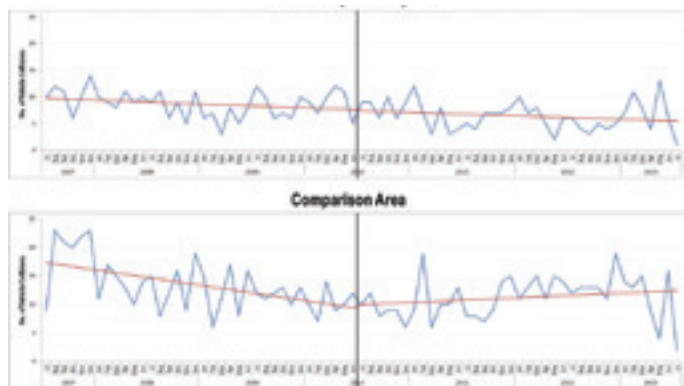
<sup>4</sup>Bryant, Collins, and White, *Shawnee, Kansas, Smart Policing Initiative*.

<sup>5</sup>*Ibid.*, 11.

<sup>6</sup>Larry Larimore (chief of police, Shawnee Police Department), email to author, April 14, 2015.

<sup>7</sup>*Ibid.*

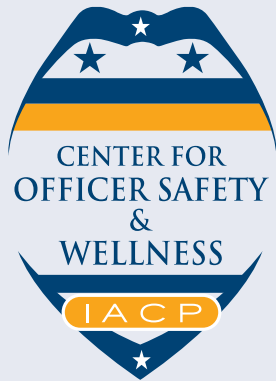
<sup>8</sup>*Ibid.*



Vehicle Crashes in Shawnee, Kansas, Before and After DDACTS in the Targeted and Intervention Areas

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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.

Reserve Deputy Sonny Smith  
Johnson County, Arkansas, Sheriff's Office  
Date of Death: May 15, 2015  
Length of Service: 11 years

Police Officer Richard Martin  
Houston, Texas, Police Department  
Date of Death: May 18, 2015  
Length of Service: 4 years

Detective Kerrie Orozco  
Omaha, Nebraska, Police Department  
Date of Death: May 20, 2015  
Length of Service: 7 years

Inspector Robert James Bowling  
North Carolina Division of Motor Vehicles  
License and Theft Bureau  
Date of Death: May 21, 2015  
Length of Service: 24 years

Trooper Taylor Thyfault  
Colorado State Patrol  
Date of Death: May 23, 2015  
Length of Service: 1 day

Patrolman James Bennett, Jr.  
New Orleans, Louisiana, Police Department -  
Housing Authority  
Date of Death: May 24, 2015  
Length of Service: 15 years

Officer Gregg "Nigel" Benner  
Rio Rancho, New Mexico, Police Department  
Date of Death: May 25, 2015  
Length of Service: 4 years

Police Officer Toure Heywood  
Georgia State University, Georgia, Police  
Department  
Date of Death: May 28, 2015

Sergeant Iris Janett Smith  
Mississippi Department of Corrections  
Date of Death: May 28, 2015  
Length of Service: 14 years, 7 months

Trooper Anthony Raspa  
New Jersey State Police  
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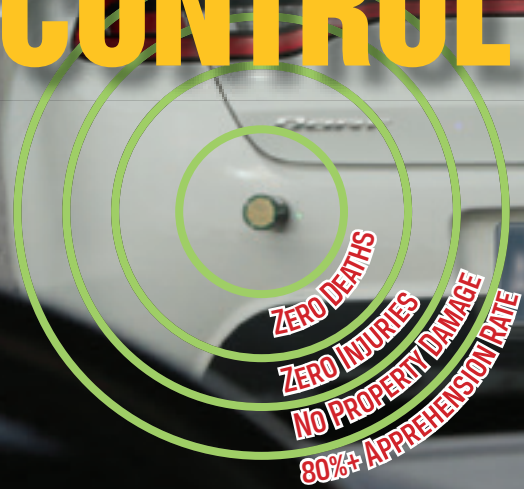
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