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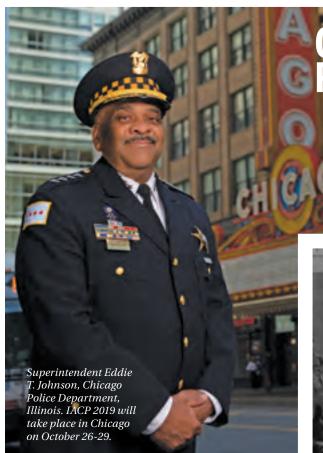
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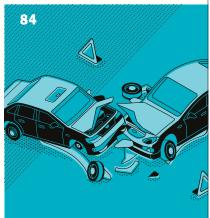
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Police Chief articles are written by law enforcement leaders and experts. See the authors featured in this issue below.

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Chief Brian Redd

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Year in Review



I know that with the diversity of your expertise and experience, combined with your steadfast dedication, our future is boundless.

AS MY TERM AS PRESIDENT OF THE IACP COMES TO A CLOSE, I REFLECT BACK ON THE YEAR WITH PRIDE AND GRATITUDE. WHEN I WAS SWORN IN AS PRESIDENT LAST OCTOBER, I IDENTIFIED SEVERAL AREAS OF FOCUS THAT ALIGNED WITH THE IACP'S VISION OF SHAPING THE FUTURE OF THE POLICING PROFESSION.

These included response to sexual and gender-based violence, a focus on safer communities, enhancing our advocacy weight through membership growth, and increasing our global footprint.

I am excited to say we have made progress on all of these initiatives, and the IACP will continue to focus on these important areas to ensure that the association is meeting the policing profession's needs.

RESPONSE TO SEXUAL AND GENDER-BASED VIOLENCE

Sexual and gender-based violence and intimate partner violence are significant and horrible crimes that occur on a global scale. Recognizing the need for law enforcement to engage in and take the lead on collaborative partnerships and implement promising practices and strategies to address these complex crimes, I wanted to ensure that IACP provided police leaders and agencies with the tools they needed. That is why, for the first time in IACP history, we developed a special edition feature that was an insert in our Police Chief magazine. This special feature included articles on sexual and gender-based crimes and highlighted various tools, resources, and training programs with the goal of providing agencies with the information they need as they continue to serve the victims of these crimes.

SAFER COMMUNITIES

We were all drawn to a career in law enforcement because of our devotion to public service and our commitment to keeping our communities and the people we serve safe. That is why the IACP has been steadfast in its dedication to aiding

law enforcement in these efforts through ongoing initiatives and programs under the Institute for Community-Police Relations. IACP's support for these programs involves leveraging the private sector to fund current initiatives and to aid in the implementation of new efforts, such as guidance to help agencies as they deal with such contemporary challenges as recruitment and retention, communitypolice relations, and more. I am pleased to say that this year we continued to receive support for several of our initiatives, which in return, has aided the profession with the daily challenges we are facing.

INCREASED GLOBAL FOOTPRINT

The strength of the IACP lies in its membership. Without you, your input, and our collective wisdom, IACP's advocacy weight would not be what it is today. We are stronger together. Our ability to learn from each other and to discuss our global challenges enables us to grow as a profession, which helps us prevent crime and increase our investigative capabilities. Before I became president, I knew I wanted to focus on striving to be a truly global organization. To me, that meant more than just expanding our membership numbers. While we have hit a record all-time high in membership growth overall and have seen an impressive 18 percent growth in our international membership and a 10 percent increase in the countries represented by the IACP, all within the year, our efforts have extended well beyond that.

A few highlights of our global expansion follow:

- The IACP website is now available in 104 languages and the President's Message in *Police Chief* is translated into 5 languages.
- We are conducting an international survey that went out to our global membership in multiple languages. That survey will close in November, and the results will help drive further efforts.

POLICE CHIEF * OCTOBER 2019



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- We have increased our formalized partnerships with other global policing organizations.
- We are in the final process of opening our first international office in the United Arab Emirates. This will be a pilot case, with the hopes of opening additional global offices to better serve our membership base.
- We have witnessed an increase in global interest in programs like the Women's Leadership Institute and Leadership in Police Organizations.
- This year, the IACP co-hosted our largest event outside of the United States, bringing together more than 5,000
 Brazilian police officers to explore leadership development.

Our global footprint has expanded, and our global presence is recognized. To illustrate, the World Police Museum, located at the Central Police University in Taiwan, has dedicated a permanent display to the IACP that will highlight the current and past presidents of the IACP and display their police uniforms.

This increased global focus will continue well beyond my term as president, and I look forward to seeing IACP's continued growth and progress.

TARGETED VIOLENCE

We must continue to remember our fallen brothers and sisters who have made the ultimate sacrifice through the acts of cowards who play no legitimate role in a civilized society. These criminals see our uniforms as targets and our communities as battlefields. But their actions, along with the criminal activity we face daily, continue to connect us in this borderless profession. We must send a clear and resounding message that we are united and resilient and will never yield in the face of adversity. Our fallen heroes will never be forgotten, and we honor them each time we put on our uniforms and continue the work of keeping our communities safe.

In response to the epidemic of mass shootings around the United States, I set up a President's Task Force on Targeted Violence. This task force convened its first meeting in late September 2019 and will conduct its final meeting at the 2019 IACP Annual Conference and Exposition. The goal is to produce a final report that encompasses recommendations for police leaders on how to prevent and mitigate targeted violence attacks, as well as how to respond to these attacks if they occur in your community. The hope is that the recommendations produced from this task force help keep our communities and officers safe. These violent attacks that continue to jeopardize our communities and our officers must stop.

IN CLOSING

As we look back on this year, we can be proud of all of the great strides the IACP has achieved in advancing the police profession. But it is not about how far we have come; it is about how far we will go. I know that with the diversity of your expertise and experience, combined with your steadfast dedication, our future is boundless.

To all of our members, I'm honored and humbled to have had the opportunity to serve this great association. I want to thank the Executive Board; board of directors; and committee, section, and division chairs and members, along with our past presidents, for all your hard work. I would also like to acknowledge and express my heartfelt gratitude to the administration and staff of the IACP for all their support of my initiatives and unwavering dedication to the profession and success of our strategic mission. To my good friend, incoming president Chief Steven Casstevens, I wish you a successful and productive year. I respect your leadership and know you will do great things for the IACP. Words can never truly express what this experience has meant to me; I am forever grateful to have served as your president. O

CORRECTION

40 Under 40

IACP 2019 40 Under 40 awardee Lieutenant William Walsh's profile was accompanied by an erroneous image in the September 2019 *Police Chief.* We apologize for the error and any confusion.

See Lieutenant Walsh's and his fellow awardees' profiles at **theIACP.org/2019-IACP-40-under-40-awardees**.



William Walsh Lieutenant

Voorhees Police Department, New Jersey

AGE: 35



Inaugural Bridging Perspectives Class

The first Bridging Perspectives: Critical Conversations for Students and Law Enforcement class launched in August 2019. The course is being offered at George Mason University (Fairfax, Virginia) and is taught by Professor and retired Deputy Chief Steven Bamford. Participants include university students and officers from a variety of the region's departments.

For more information about the university curriculum, the high school toolkit, or becoming a pilot site, contact **icpr@theiacp.org**.



IACP 2019

Join us this month (October 26–29) in Chicago, Illinois, for the 126th IACP Annual Conference and Exposition. Don't miss out on the myriad education and networking opportunities or the chance to browse a world-class exposition of technology, products, and services specifically designed for law enforcement.

Forgot to sign up? On-site registration is available.

Visit **theIACPconference.org** to learn more.



Officer Safety and Wellness Symposium Open for Registration

Registration is now open for the 2020 Officer Safety and Wellness Symposium taking place February 27–29 in Miami, Florida. This symposium is an opportunity for law enforcement professionals to learn from experts in the field about resources and best practices when developing comprehensive officer safety and wellness strategies.

Register and book housing at the IACP .org/OSWSymposium.







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EVIDENCE MANAGEMENT

Mobile-Vision

1: How can law enforcement successfully encourage community participation in crime prevention?



A: It is all about taking the initiative and first step. I encourage all levels of law enforcement professionals from the officer on the street to the chief executive-to get out of their respective comfort zones. Proactively reach out to the formal and informal leaders of nongovernmental organizations who are active in humanitarian. educational, health care, public policy, social, human rights, and environmental efforts to empower them to prevent crime. We all have a collective interest in protecting our communities and improving our quality of life.

Preventing crime is a shared societal responsibility, and the community is a mutual partner in creating and maintaining a safe environment for our children, family, friends, and colleagues.

Max Santiago

Deputy Commissioner (Ret.), California Highway Patrol



A: Effective crime prevention requires collaborative community relationships built on mutual trust and respect. It is essential to candidly assess your agency's community relationships. No agency is perfect; invariably, there will be underserved community segments. Rather than simply focusing on historical barriers, police leaders must champion change. The Vancouver Police Department has committed itself to engaging underserved communities at both the leader and grassroots levels. At the leader level, candid conversations have acknowledged the need to work together to prevent crime and improve community safety for all persons. At the individual level, we host recurring free lunch events that bring frontline officers and members of the identified communities together to foster mutual trust and respect.

Chief Constable, Vancouver Police Department, British Columbia President, Canadian Association of Chiefs of Police



A: Begin from a place of curiosity. Investigate what community members think, feel, and experience, or you will have difficulty developing trusting relationships. In many cases, this means listening to and acknowledging diverse interests, fears, and frustrations before seeking participation in crime prevention. This can be particularly difficult, but even more critical, following controversial incidents. It is also crucial to establish clear expectations for participation. Are you asking community members to provide input? Learn about or help set priorities? Participate directly in crime prevention? By offering different ways to engage, you expand and diversify your partnerships. Finally, recognize success and ask participants to share their experiences with crime prevention in their own neighborhoods and communities.

Sara McClellan, PhD

Assistant Professor of Public Policy & Administration, Sacramento State University, California



A: The first step in any successful crime prevention strategy is community engagement. Involving members of the community in discussions surrounding a particular issue impacting their community will ensure their concerns are heard, and they will be empowered to assist law enforcement to collectively resolve issues. Those same members of the community can then serve as advocates to share their experiences and highlight positive outcomes achieved through community engagement. This will ultimately lead to buy-in from the broader community and motivate members of the public to partner with law enforcement, allowing police to garner their support to participate in crime prevention initiatives.

Bryan MacCulloch

Chief of Police, Niagara Regional Police Service, Ontario



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103A

Experience is often said to be the best teacher. Each month, a question asked by a new chief of police or future law enforcement executive will be answered by experienced leaders from our mentorship panel.



! How do you communicate your organization's core values to staff and other stakeholders?

Al: Chief Superintendent Jevons: The core values of the Ontario Provincial Police are Professionalism, Accountability, Diversity, Respect, Excellence, and Leadership. These core values inspire our actions and decisionmaking when facing adversity and ambiguity.

To determine our core values, we asked employees and our communities what was important to them. As an organization, we understand that we need buy-in from employees and stakeholders; we all need to feel ownership over value creation.

Employee and stakeholder communications are critical to ensure a shared understanding of these values. We communicate continuously through a number of different media including print and online publication of our strategic plan; internal and external facing websites; video messages from senior management; and social media platforms. We also take every opportunity to highlight our values through face-to-face interactions.

A2: Chief Ed Drain: To communicate our core values internally, we include questions or scenarios related to our core values and mission statement on all interview boards for specialized assignments and assessment centers for promotion. We encourage supervisors to be on the lookout for behavior or actions that exemplify our core values and reference the actions and corresponding core values when completing performance appraisals and commendations. We also have posters of our core values and mission statement mounted in key gathering areas throughout our facilities such as patrol briefing rooms, classrooms, and break areas.

To communicate our core values to our stakeholders, I integrate our core values and mission statement during public speaking engagements as often as possible.

A3: Chief Constable Adam Palmer: The Vancouver Police
Department's five core values—integrity, compassion, accountability, respect, and excellence—are captured by the acronym ICARE. This acronym conveys our concern for the safety and well-being of our community. We are proud to include compassion in our core values in respect of the reality that we regularly serve and interact with others that are less fortunate.

When swearing in new police recruits, I make it a priority to discuss our core values. Throughout our facilities, we have framed posters displayed that contain our core values and depict staff members of all different ranks from across the organization. Externally, we communicate our core values to the public via our website and our strategic plan. ${\mathfrak O}$

MEET THE MENTORS



Alison Jevons, Chief Superintendent
ONTARIO PROVINCIAL POLICE



Ed Drain, Chief AMARILLO POLICE DEPARTMENT, TX



Adam Palmer, Chief Constable VANCOUVER POLICE DEPARTMENT, BC

Do you have a question for our mentors? Email us at EDITOR@THEIACP.ORG, and you might see it in a future issue!

BY

Craig E. Ferrell Jr., Deputy Director/ General Counsel (Ret.), Houston Police Department, and Assistant Professor of Law and Criminal Justice, Houston Baptist University

U.S. Supreme Court Sneak Peek

Top 10 Law Enforcement Cases to Be Decided in the Court's October 2019–2020 Term

THE U.S. SUPREME COURT'S OCTOBER 2018 THROUGH JUNE 2019 TERM BEGAN WITH ONLY EIGHT OF THE NINE JUSTICES SEATED. JUSTICE BRETT KAVANAUGH DID NOT GET CONFIRMED AND SWORN IN UNTIL OCTOBER 6, 2018, AND THEN, ONLY A FEW MONTHS LATER, JUSTICE RUTH BADER GINSBURG'S ILLNESS KEPT HER OFF THE BENCH FOR ORAL ARGUMENTS IN JANUARY. IT WASN'T UNTIL FEBRUARY 2019 THAT THE COURT CONSISTENTLY HAD ALL NINE JUSTICES TO HEAR ORAL ARGUMENTS. THIS PROBABLY CONTRIBUTED TO LAST SESSION'S UNUSUALLY SLOW PACE IN DECIDING CASES AND ISSUING OPINIONS.

However, every chief should be reminded that, even if the subject of a court case is not technically a criminal justice matter, it can still impact law enforcement officers and staff in very profound ways. Therefore, it is critical for police leaders in the United States to stay abreast of all U.S. Supreme Court decisions-and, sometimes, it is even more important to know what criminal justice and other high-profile matters they have chosen to review. For example, this term is shaping up to be a blockbuster term, as the court has already granted review in 50 cases, which is far more than it normally grants this early in the process. Cases on the docket involve very controversial issues such as the Second Amendment, sexual orientation discrimination in employment, the Affordable Care Act, and government aid to parochial schools. Considering that 2020 will include a U.S. presidential election, all law enforcement executives will have to be especially alert and ready to adjust policies and procedures that could be affected by upcoming decisions.

2019–2020 U.S. SUPREME COURT CASES TO WATCH

ALTITUDE EXPRESS V. ZARDA AND BOSTOCK V. CLAYTON COUNTY, GEORGIA

The issue pending before the Supreme Court in these two cases is whether Title VII of the Civil Rights Act of 1964, which prohibits employment discrimination "because of ... sex" encompasses

discrimination based on an individual's sexual orientation. Depending upon the outcome of this case, agencies could see new allegations of discrimination filed, and all supervisors should be ready to address them. Regardless of which way this decision goes, an agency should already have policies in place to deal with allegations of this nature.¹

HERNÁNDEZ V. MESA

On June 7, 2010, in a culvert on the border between the United States and Mexico, U.S. Border Patrol agent Jesus Mesa fatally shot Sergio Hernández, a 15-year-old Mexican boy, allegedly without any justification. At the time of the shooting, Mesa was in the United States, while Hernández was on Mexican soil. In a divided en banc decision, the U.S. Fifth Circuit held that the Hernández family could not assert a claim under the Fourth Amendment because Hernández was a Mexican citizen who was on Mexican territory at the time of the shooting. Hernández's family appealed this decision to the Supreme Court. The Supreme Court agreed to hear the case and asked the parties to brief the additional question of whether the Hernández family has a right to sue for damages under Bivens v. Six Unknown Fed. Narcotics Agents, a landmark decision that opened the door to civil litigation against police officers throughout the United States for violating someone's civil rights where no other federal remedy is provided for the violation of a constitutional right,

based on the principle that for every wrong, there is or should be a remedy, unless the U.S. Congress has specifically said there is no recovery available.²

The issue pending before the Supreme Court is whether a U.S. Border Patrol agent can be sued for fatally shooting a Mexican teenager across the U.S.-Mexico border as a violation of the Fourth Amendment's protection against unreasonable searches and seizures.³

KAHLER V. KANSAS

The issue pending before the Supreme Court in this case is whether the Eighth and Fourteenth Amendments allow a state (Kansas) to abolish the insanity defense. While this will not directly impact many police departments or their investigative processes, all police administrators should still be aware of the final ruling since the public will expect police chiefs to stay abreast of all criminal justice matters and this one will likely be talked about a lot.⁴

KANSAS V. GLOVER

The issue pending before the Supreme Court is whether, for purposes of an investigative stop under the Fourth Amendment, it is reasonable for an officer to suspect that the registered owner of a vehicle is the one driving the vehicle, absent any information to the contrary.

The facts which brought this case to the high court's attention arose from a Kansas deputy who checked the registration on a pickup truck and, after learning that the truck was registered to Charles Glover Jr. (whose driver's license had been revoked), decided to pull the truck over to investigate whether the driver had a valid driver's license. Glover, the registered owner, was the driver and was charged with driving without a license.

Visit Chief's Counsel at Police Chief Online to see an expanded version of this article that includes a look back at the U.S. Supreme Court's decisions in 15 criminal cases from their most recent session (October 2018–June 2019).

Glover argued that the evidence from the stop should not be admitted because the deputy lacked the reasonable suspicion required by Fourth Amendment to make a traffic stop. The State of Kansas argued that the deputy did have reasonable suspicion because he knew that the car's owner did not have a valid driver's license, and he could reasonably infer that the owner of the car could be the person driving it. The Kansas Supreme Court disagreed, prompting the state to appeal their decision to the U.S. Supreme Court, which agreed to hear the case, with oral arguments scheduled for November 4, 2019. Depending upon how the court rules in this case, many agencies' procedures for traffic stops could be impacted across the United States.5

MATHENA V. MALVO

This case is more commonly known as the "DC Sniper" case. In the fall of 2002, when Lee Malvo was a minor, he took part in a series of fatal shootings in the Washington, DC, metropolitan area—the so-called DC sniper attacks. He committed the murders along with and at the urging of John Allen Muhammad, a man almost 25 years older than him, who was executed by lethal injection on November 10, 2009. Malvo is currently serving multiple life without parole sentences imposed for crimes committed when he was under the age of 18. He filed a federal habeas corpus petition.

The issue pending before the Supreme Court is technical in nature and addresses the extent to which juveniles can receive life sentences without the possibility of parole and whether the subsequent court decisions are retroactive in nature.⁶

MCKINNEY V. ARIZONA

The facts of this case start in March 1991, when James McKinney (age 23) and his half-brother, Charles Hedlund, robbed the home of Christine Mertens. During the robbery, McKinney killed Mertens. Two weeks later, the brothers robbed the home of Jim McClain, also killing McClain in the process. In 1993, McKinney was found guilty of first-degree murder in both incidents, and he was sentenced to death.

However, McKinney, whose childhood was marred by severe abuse and extreme poverty, was diagnosed with PTSD "resulting from the horrific childhood he had suffered," and the psychologist testified that witnessing violence could trigger McKinney's childhood trauma and produce "diminished capacity." Should this factor have been considered as mitigating evidence under the precedent in Eddings v. Oklahoma? The trial judge credited the psychologist's testimony, so under Eddings, the answer now would be yes, but under Arizona law at the time, the judge was prohibited from considering non-statutory mitigating evidence unconnected to the crime. Because McKinney's PTSD was not connected to the burglaries, the judge could not take it into consideration when sentencing McKinney.

The issues pending before the U.S. Supreme Court are (1) whether the Arizona Supreme Court was required to apply current law when weighing mitigating and aggravating evidence to determine whether a death sentence is warranted and (2) whether the correction of error under *Eddings v. Oklahoma* requires resentencing.⁷

Depending upon the outcome of this case, death penalty sentences across the United States could be reopened for new evidence to be considered necessitating resentencing.

NEW YORK STATE RIFLE & PISTOL ASSOCIATION INC. V. CITY OF NEW YORK, NEW YORK

This will be the first major gun case to be heard by the Supreme Court in nearly 10 years since their two landmark decisions in *District of Columbia v. Heller* in 2008 and the follow-up case of *McDonald v. City of Chicago* in 2010, which made the constitutional right to bear arms apply to not only federal authorities but also to local, state, and county jurisdictions.⁸

The issue pending before the Supreme Court is whether New York City can ban transporting a licensed, locked, and unloaded gun to a home or shooting range outside the city limits and whether that regulation is consistent with the Second Amendment, the Commerce Clause, or the Constitutional Right to Travel. Everyone across the United States will be talking about this case no matter how the court rules.⁹

RAMOS V. LOUISIANA

In 2015, petitioner Evangelisto Ramos was indicted in Louisiana state court for second-degree murder. At the Ramos trial, 10 of the 12 jurors found him guilty, and, under a provision of Louisiana's constitution that, at the time, allowed for nonunanimous jury verdicts where at least 10 of the 12 jurors agree in the judgment, that was enough to convict Ramos. He was sentenced to life in prison without parole. Ramos appealed his conviction, arguing that the U.S. Constitution requires jury unanimity to convict. The Louisiana Court of Appeal, relying on a 1972 U.S. Supreme Court decision called Apodaca v. Oregon, rejected Ramos's claim that Louisiana's nonunanimity rule is unconstitutional, and when Ramos appealed that decision to the Louisiana Supreme Court, it denied review.¹⁰

The issue pending before the Supreme Court is whether the Fourteenth Amendment fully incorporates the Sixth Amendment guarantee of a unanimous verdict. (Louisiana voters amended the state constitution in 2018 to prohibit nonunanimous verdicts in criminal cases.)¹¹

SHULAR V. UNITED STATES

Eddie Shular pleaded guilty to charges of possession of a firearm by a convicted felon and to possession of cocaine and cocaine base. Shular was classified as an armed career criminal because of six previous drug convictions in Florida. He filed a written objection to the classification, arguing his previous drug convictions were not "serious drug offenses" under the Armed Career Criminal Act (ACCA). This is a case to watch since the part of the United States one is in could affect classification.

The issue pending before the Supreme Court is whether the determination of a "serious drug offense" under the ACCA requires the same categorical

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approach used in the determination of a "violent felony" under the act. 12

CONCLUSION

So much is going on this time of year, and this October promises to be even more challenging than ever for law enforcement. Elections are gearing up all over the United States in what seems to be one of the most intensely divisive presidential elections since John Adams v. Thomas Jefferson, which scholars say is when negative campaigning was first seen in the United States. School has started and football is in full swing. Add to that the challenges of a holiday shopping season that seems to start earlier every year, and it's clear that October brings heavy workloads to every U.S. police leader. So how can any chief expect to follow the Supreme Court and still manage his or her agency? One of the best ways is to always read the IACP's monthly Police Chief magazine, specifically including, but not limited to, the Chief's Counsel column, since it often will be the first place police leaders will see a summary of key U.S. Supreme Court decisions that affect law enforcement. O

NOTES

- ¹"Altitude-Express v. Zarda," SCOTUSblog; "Bostock v. Clayton County, Georgia," SCOTUSblog.
- ²Bivens v. Six Unknown Fed. Narcotics Agents, 403 U.S. 388 (1971).
- 3"Hernandez v. Mesa," SCOTUSblog.
- ⁴"Kahler v. Kansas," SCOTUSblog.
- 5 "Kansas v. Glover," SCOTUSblog.
- 6"Mathena v. Malvo," SCOTUSblog.
- ⁷"McKinney v. Arizona," SCOTUSblog; Eddings v. Oklahoma, 455 U.S. 104 (1982).
- ⁸District of Columbia v. Heller, 554 U.S. 570 (2008); McDonald v. City of Chicago, 561 U.S. 742 (2010).
- ⁹"New York State Rifle & Pistol Association Inc. v. City of New York, New York," SCOTUSblog.
- ¹⁰Apodaca v. Oregon, 406 U.S. 404 (1972).
- ¹¹"Ramos v. Louisiana," SCOTUSblog.
- 12"Shular v. United States," SCOTUSblog

Officer Wellness Programs: Research Evidence and a Call to Action

RESEARCH CONSISTENTLY SUGGESTS THAT LAW ENFORCEMENT OFFICERS ARE AT A HIGHER RISK OF EXPERIENCING ANXIETY, **ACUTE AND POSTTRAUMATIC STRESS, AND DEPRESSION THAN INDIVIDUALS IN OTHER** PROFESSIONS. In turn, these psychological factors have been found to have serious effects on the mental well-being, physical health, and life span of officers. In recent years, several steps have been taken to "end the silence" surrounding the mental health and wellness of law enforcement officers. In 2015, the President's Task Force on 21st Century Policing highlighted officer safety and wellness as one of the six pillars for policing. In its final report, the task force recommended the promotion of officer wellness at all levels of law enforcement. More recently, the Law Enforcement Mental Health and Wellness Act, passed into U.S. law in 2018, has supported the expansion of wellness services across federal, state, local, and tribal law enforcement agencies.

At the organizational level, law enforcement agencies implement a broad continuum of officer mental health and wellness policies and programs. These efforts range from providing officers access to information on mental health resources to the use of annual mental health wellness checks, in-service training, peer support initiatives, and psychological services. While this emphasis on officer wellness across the field of policing is encouraging, it is essential to consider whether these efforts are based upon research and evidence about "what works" in enhancing officer mental health outcomes. Similar to other areas in policing, the design and implementation of policies and programs for officer wellness should be based on evidence.

EVIDENCE-BASED LESSONS

Research evaluating the impact of mental health and wellness programs on law enforcement officers is limited. Therefore, the effectiveness of specific mental wellness programs is mostly unknown. Still, general studies of mental health interventions (in non-law enforcement settings) suggest that programs created to facilitate mental health and wellness in the workplace can have important physiological (e.g., lower blood pressure, weight loss, improved heart health); psychological (e.g., decreased stress, depression, and anxiety); and behavioral (e.g., enhanced interpersonal skills and improved work performance) effects.

Combined with evaluations from the fields of psychology and medicine, the available law enforcement–focused research highlights several valuable lessons to be considered in the development and use of officer wellness initiatives.

Communication Is Key: It is recommended that leaders, supervisors, and trainers regularly discuss officer mental health during training, roll call, and squad discussions. Officers should be provided with information on topics related to mental health and wellness and available programs and services. Enhancing officers' knowledge in these areas could increase their willingness to access resources.

Labels Matter: Law enforcement agencies should take care in how they present programs targeting mental health. Research suggests that labels, communication, and approach can affect officer receptivity to programs. Officers might be more open to programs labeled as

Hannah D. McManus, Research Associate, and Jaime Argueta Jr., Research Assistant, IACP/UC Center for Police Research and Policy

"wellness" rather than "stress management" or "treatment."

Importance of Social Support: Research consistently identifies social support—perceptions that one is cared for, has assistance available from other people, and is part of a social network—as a critical protective factor against acute stress, including posttraumatic stress. Although limited evidence exists, peer support programs may improve officers' feelings of social support and overall psychological well-being.

Enhancing Officer Resilience: Resilience training programs, based on psychological approaches such as cognitive behavioral therapy, have shown success in enhancing mental health and wellness outcomes across different groups of people. Although evidence on training effectiveness in law enforcement settings is limited, programs based on similar techniques could enhance officer wellness.

Role of Officer Fatigue: Officer fatigue is closely linked to wellness, affecting stress, emotional exhaustion, and overall mental health. Research suggests law enforcement agencies should consider the impact of shift work on officer wellness and fatigue, as the length of a shift has important effects on physical and mental health, quality of life, and work performance.

Treatment of PTSD: Effective treatment for posttraumatic stress disorder is known, and the American Psychiatric Association has issued guidelines for treatment. Although few research studies examine the impact of this treatment on law enforcement officers, there is some evidence for the effectiveness of Cognitive Behavioral Therapy and Brief Eclectic Psychotherapy.

PROMOTING EVIDENCE-BASED PRACTICES FOR OFFICER WELLNESS

Although officer mental health and wellness programs are widely implemented, the effectiveness of those programs is mostly unknown. These programs represent much-needed efforts to support law enforcement; however, the selection of appropriate wellness initiatives appears to be based primarily upon anecdotal evidence and opinions about "best practices." Therefore, a critical next step for the investment in officer mental health and wellness is the careful examination of which policies and programs are most effective in building a healthy workforce and aiding individual officers throughout their careers.

A significant source of information on program effectiveness can come from the agencies implementing these programs. Law enforcement agencies should monitor the use and impact of their officer wellness initiatives. As new wellness programs are implemented or changes to wellness-focused policies and training occur, law enforcement executives should consider how to evaluate the effects of these changes. Agencies should collect information in areas such as officer fatigue, health, and stress; analyze and test for the impact of wellness programs; and be willing to share their findings with the field. This work can answer questions about what types of programs and methods of program delivery are most appropriate; provide guidance for program improvement; and, ultimately, enhance efforts to ensure the overall health and wellness of those working in law enforcement agencies worldwide. O

IACP/UC CENTER FOR POLICE RESEARCH AND POLICY

The International Association of Chiefs of Police (IACP)/
University of Cincinnati (UC)
Center for Police Research and Policy engages in rigorous research that has practical implications for the field and is intended to serve as a national model for the way law enforcement agencies and researchers work together to help protect communities, safeguard personal rights, and ensure the fair treatment of all individuals.

There is currently a gap between research and practice in policing, and the IACP/UC Center for Police Research and Policy plays an important role in closing that gap. Often, existing research does not provide actionable recommendations that can be easily translated into specific, practical policies and practices that could enhance policing. Moreover, academic researchers often do not have access to all of the data that police departments have, yet these data are necessary to conduct rigorous and meaningful research on police practices. The goal of the IACP/UC Center for Police Research and Policy is to provide a path for law enforcement and researchers to work together on studies that will drive future practices and policies.

For more information or to ask any questions about the IACP/UC Center for Police Research and Policy, please contact us at research@theiacp.org.

Motor Vehicle Crash and Struck-By LODD Investigations

NIOSH Case Study and Recommendations

THE NATIONAL INSTITUTE FOR OCCUPATIONAL SAFETY AND HEALTH (NIOSH) LAW **ENFORCEMENT OFFICER** (LEO) MOTOR VEHICLE CRASH AND STRUCK-BY FATALITY **INVESTIGATIONS PROGRAM INVESTIGATES LEO LINE-OF-DUTY DEATHS DUE TO MOTOR VEHICLE EVENTS. THIS PROJ-ECT USES THE NIOSH FATALITY ASSESSMENT AND CONTROL EVALUATION (FACE) MODEL TO INVESTIGATE MOTOR VEHICLE-RELATED OCCUPATIONAL FATALITIES OF LAW ENFORCE-MENT OFFICERS IN THE UNITED** STATES.

These investigations identify risk factors for fatal motor vehicle-related events that will be used to develop prevention recommendations. The recommendations are shared with law enforcement agencies across the United States with the goal of reducing LEO motor vehicle-related deaths.

On the morning of May 10, 2014, two Metropolitan Nashville, Tennessee, Police Department (Metro PD) officers responded to investigate a motor vehicle crash on an entrance ramp to an eightlane interstate highway. The surface of the interstate roadway was asphalt, and a concrete barrier separated four lanes in each direction. north and south. At the incident scene, a guardrail was present on the outside of lane four (rightmost lane) northbound. Visibility was reported to be 10 miles.

This was a single-vehicle crash that involved a pickup truck towing a large trailer. The driver had tried to avoid crashing into a vehicle that was merging into traffic from an on-ramp when he lost control of his vehicle, which flipped the trailer on its side. The pickup was facing southbound in the rightmost northbound lane, and the trailer was blocking the on-ramp.

Officer A was the primary officer because the incident occurred in his patrol zone. Officer B was providing assistance, protection, and traffic control while Officer A investigated.

Two Tennessee Department of Transportation (TDOT) HELP trucks also responded to this crash to assist with traffic flow and lane closure. TDOT operates HELP trucks on Tennessee's most heavily traveled highways. The mission of HELP is to minimize traffic congestion, promote the safe movement of people and products, and improve the travel environment. HELP works in partnership with emergency response agencies and other TDOT units as part of a highway incident management team. TDOT also controls the dynamic message signs (DMS) that are used to alert motorists to travel conditions, AMBER Alerts, and severe weather. A DMS was located approximately two miles south of the crash

scene, alerting motorists traveling northbound of a right lane closure ahead.

Initially, both patrol units and both HELP trucks were located south of and close to the overturned pickup truck. In order to provide a larger buffer zone, one HELP truck (HELP Truck B) and one patrol unit (Patrol Unit B) were repositioned farther south. HELP Truck A remained in lane four and Patrol Unit A's vehicle was parked at an angle across the entrance ramp.

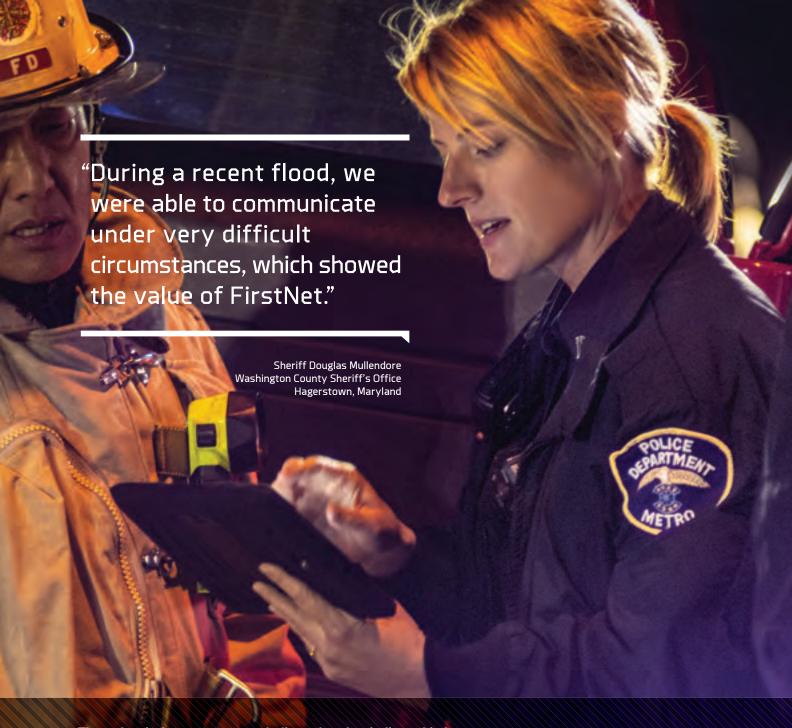
The operator of HELP Truck B repositioned his vehicle farther south, straddling the right shoulder and lane four and placed cones behind the truck. The operator of HELP Truck B judged this position to be as close to the curve in the road as he considered safe. The truck's arrow board with the left directional arrow flashing was activated, and the operator notified his supervisor that an additional HELP truck was needed to assist with traffic farther south due to the location of the crash and the lay of the road.

Patrol Unit B also moved south, blocking lane three and parking its vehicle parallel to HELP Truck B. The emergency lights were activated on Patrol Unit B in a right-to-left directional pattern consistent with the HELP truck arrow board; the HELP Truck B operator repositioned the cones to

block lanes three and four, behind both vehicles. Officer B exited his vehicle to speak to the HELP Truck B operator. The HELP Truck B operator advised Officer B that another HELP truck was on the way to assist with traffic control.

The HELP Truck B operator and Officer B were facing each other between their two vehicles discussing traffic control when the HELP Truck B operator noticed a large motorhome pulling a trailer traveling toward them and realized the motor home was not going to stop. The HELP Truck B operator yelled, "Look out," and ran in front of his truck, toward the right shoulder of the interstate. According to the HELP truck operator, Officer B turned facing the motor home, waving his arms. The motor home continued traveling through the cones, sideswiped the HELP Truck B and struck Officer B. The officer was pinned underneath the trailer and dragged 116 feet before the motor home reached its resting point with Officer B trapped under the trailer.

The HELP Truck B operator stated he immediately notified his dispatcher that the officer had been hit, requested an ambulance, and then ran to Patrol Unit A to report Officer B had been struck. Officer A could see Officer B pinned under the trailer and ran to the scene



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Top: The incident scene showing the position of the patrol unit and the HELP truck. Bottom: Re-creation of motorist visibility 900 feet south of crash site.

where he determined Officer B showed no signs of life.

Officers from the Metro PD and Tennessee Highway Patrol, ambulances, fire department emergency vehicles, and additional HELP trucks arrived to secure the scene. The northbound lanes of the interstate were closed, and traffic was rerouted until the scene was cleared.

After the incident, the motorist told the investigating officer that, as he approached the crash site, he saw the DMS, and, at that time, the sign read right lane closed. In response, he moved left one lane (lane four to lane three) and continued driving. The motorist stated his speed was approximately 60 miles per hour as he came around what

he described as a blind curve in the road. He could see the patrol unit and the HELP truck blocking the two right lanes, as well as the two people standing between the vehicles. He stated he was not able to move into a farther left lane due to the traffic density. Although he saw the two people standing between the HELP truck and patrol unit, he thought driving through the opening was the only option.

The Tennessee Crash Investigation Unit investigated the incident. During their investigation, an older police department command vehicle, similar in size and geometry to the motor home, was used to recreate the motorist's actions. At 900 feet south of the crash site, the parked patrol unit and HELP truck were clearly visible.

Key contributing factors identified in this investigation include the following:

- Motor home driver not slowing down and merging left
- Positioning of patrol unit
- Law enforcement officer standing in partially open lane
- Law enforcement officer looking away from oncoming traffic while discussing traffic control with HELP truck operator
- Delay in updating dynamic message sign

RECOMMENDATIONS

The following recommendations focus on methods that could be used to eliminate or mitigate the factors identified as contributing to this incident. They are not aimed at any agency, but are intended for consideration by all law enforcement agencies, state and local governments, and departments of transportation, as well as safety researchers and the general public.

Recommendation 1: State, county, and municipal authorities should consider promoting public awareness campaigns to inform motorists of the risks that law enforcement officers face while operating along the roadside and of the need to follow "move over" laws.

Recommendation 2: Law enforcement officers and other emergency responders should identify and move to a safe area within an established temporary traffic control zone that minimizes their exposure to oncoming motor vehicle traffic and

should maintain situational awareness.

Recommendation 3: Law enforcement agencies should consider developing a standard operating procedure (SOP) that includes guidance on how to properly establish a temporary traffic control plan, including advance warning and transition areas for roadway emergency incidents.

Recommendation 4:

Emergency responders should consider positioning patrol units and other emergency vehicles as they arrive on the scene to maximize the protected work zone for the emergency responders.

Line-of-duty deaths for law enforcement officers during motor vehicle-related incidents are preventable. It is important to promote motor vehicle safety among officers so they can stay safe while working to make communities safer. O

ACKNOWLEDGMENTS

The NIOSH Fatality Investigations
Team would like to acknowledge
the Tennessee state and local
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involved in this incident for their
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their stories so that other agencies
and first responders can learn from
their experience.

ADDITIONAL INFORMATION

- NIOSH Law Enforcement Motor Vehicle Safety webpage: www.cdc .gov/niosh/topics/leo
- Full investigation Report: www.cdc .gov/niosh/topics/leo/pdfs/ L201601.pdf

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Home Sweet Home



IT ALL STARTS WITH A PLACE TO CALL HOME.

This is the basic philosophy of the innovative Street Level Women at Risk (SLWAR) program, which brings 25 different organizations in London, Ontario, Canada—including local police—together to help women who experience chronic homelessness and engage in street-level sex work.

London is a midsized city located in southwestern Ontario with a population of approximately 380,000. There are approximately 150 women involved in "survival sex work," defined as trading sex for basic subsistence needs, such as food, clothing, or a place to stay. Previously, there was a patchwork of more than two

dozen justice, housing support, child welfare, health, and social service agencies separately offering services in London to women in these circumstances.

Launched in 2016, SLWAR has helped nearly 40 women involved in survival sex work find stable housing, leading to reduced substance use and involvement in the criminal justice system.

SLWAR Program Manager Jaclyn Seeler says, "Everyone has the right to safety in housing; from a foundation of housing, anyone can begin to work on the challenges that led to their homelessness, whether it's mental health, substance abuse, or trauma."

The London Police Service (LPS) played a critical role in both the creation of the SLWAR program and its ongoing success in connecting with women living and working on the streets. The LPS Persons at Risk (PAR) coordinator, Sergeant Amy Birtch, spends at least half of her time driving the streets looking for women who are involved in streetlevel sex work. Much of her work involves building trust with these women.

Sergeant Birtch explains that communication and

visibility are about trying to break down barriers women have with police. "[T]he goal is to connect to as many women each night; if they can grow to have trust with me, they can come to have more trust of other police as well."

All of the women in the program were introduced to it by the police service's PAR coordinator. It takes significant persistence to build relationships to the point of trust, sometimes taking five or six months before a woman agrees to accept help.

Accompanying Sergeant Birtch on rounds is Dr. Andrea Sereda, a physician with the London Intercommunity Health Centre. She is the primary care doctor for most of the women in the SLWAR program. Dr. Sereda explains that "there's a lot of mental health and primary care health issues, but we can't manage any of that until we get their substance use stabilized."

Dr. Sereda finds the best approach is to get the clients into stable housing at the same time as the substance abuse is addressed. Progress is made when SLWAR is able to house women, and 66

The best approach is to get the clients into stable housing at the same time as the substance abuse is addressed.

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An extended version of this Spotlight can be accessed at Police Chief Online by visiting policechiefmagazine.org/ spotlight.

For more information on the SLWAR program, contact Sergeant Amy Birtch at abirtch@londonpolice.ca or visit the City of London website at www.london.ca/residents/homeless-prevention/Pages/Street-Level-Women-at-Risk.aspx.

housing stability happens when substance abuse issues are addressed simultaneously.

Once in the program, women have the support of a housing stability worker, who facilitates access to the many services provided by the program partners, such as health care or addiction services. Dr. Sereda explains that "each journey is individualized and led by the goals each woman has for herself. Our hope is to support women on that journey and help them to move to a place of choice and safety in their lives."

An independent evaluation of the program in March 2018 showed that a total of 39 women participated in SLWAR during the first two years of operation, of whom 35 remained actively involved at the end of the two-year evaluation period. Of those women, the vast majority derived income from sex work and most were experiencing chronic homelessness. Mental health concerns, HIV/ AIDS, and Hepatitis C were commonly reported issues as well.

All of the women have secured permanent housing, and all but one required a housing allowance at least once to cover rent. More importantly, all but three women remained housed, providing them with some level of stability.

From a policing perspective, the most significant findings are that 55 percent of the women did not have any additional criminal charges during their involvement with the program, and, while the majority of participants continued to engage in sex work, 43 percent were no longer involved at the most high-risk level on the street. Sergeant Birtch attributes the drop in repeat offenses to the provision of housing, pointing out, "Their basic needs like food and shelter are met, so they are not shoplifting or stealing to support their addiction or be able to eat."

In terms of emergency sevices use, there is less frequent use, improved and regular use of alternative supports, and an increased level of comfort with police.

For one woman who worked the street for eight years, her life was changed with the help of Sergeant (Ret.) Lorna Bruce, LPS's first PAR coordinator and a driving force behind the creation of SLWAR. Tina, now a member of SLWAR's Women's Advisory Group, says it took a long time for her to come around.

At about the age of 20, things went significantly downhill for Tina. Addicted to opiates and crack cocaine, she turned to crime and was sent to jail when she was 21. When she was released, she ended up on the streets and turned to sex work for income. She resisted sex work for a long time, but one day, she gave in, explaining that she was "dope sick and needed drugs really bad and just gave in and got in that car."

However, everything changed when she became pregnant and ended up before the courts once again. In an effort to stop Tina's drug use, the judge ordered her to be held in custody until the baby was born.

Unbeknownst to Tina at the time, Sergeant Bruce was working behind the scenes with Tina's mother to help reconnect the pair. When Tina's daughter was born, she was placed in foster care while Tina went into treatment with her mother's

support. After treatment, Tina found stable housing with her mom as she continued her recovery.

Tina's story shows that the basic premise of having stable housing can work wonders by allowing women the chance to work on other issues in their lives. Now—approximately a decade later—Tina is sober, married, and working in a skilled trade. She also has custody of her daughter.

"I am a productive member of society," she says. And for getting her on that path, she is eternally grateful to Sergeant Bruce, "That's where it started for me—with one good cop." O



Superusers of Small-Town Police Resources

Sharing Crime Prevention Responsibilities

EFFECTIVE POLICE MANAGEMENT REQUIRES CAREFUL ATTENTION TO HOW AN AGENCY SPENDS ITS SCARCE RESOURCES. YET, POLICE AGENCIES ROUTINELY SPEND VAST AMOUNTS OF RESOURCES ON SMALL NUMBERS OF PEOPLE AND PLACES REPEATEDLY INVOLVED IN CRIME.

The Paducah Police Department (PPD) in Kentucky developed a process to address this uneven allocation of resources by shifting responsibility for handling minor shoplifting incidents back to specific retail outlets that demanded a disproportionate share of police services. Partnering with researchers from the University of Cincinnati, the PPD found that a new dispatch policy and an online reporting mechanism reduced reported crime and saved valuable officer time.1

PROBLEM IDENTIFICATION

In 2015, a PPD analyst discovered that one retail store generated an extreme number of calls-for-service. This single location accounted for more than 70 percent of police reports taken in its patrol zone. Further investigation showed that this store and another produced more than 15 percent of all crime reports taken by PPD officers. The two stores also created more than two-thirds of all shoplifting reports in the city. Both big-box stores were part of the same international chain. PPD analysis discovered that four nearby small towns with stores from this chain had the same problem: 8 to 37 percent of all of their incidents and 56 to 82 percent of their thefts under \$500 (defined as misdemeanor shoplifting in Kentucky) came from stores in this chain.

Research consistently demonstrates that crime

concentrates across people and places. Following the 80-20 rule, known as the Pareto principle, a small proportion of offenders, victims, and places are involved in the majority of crime incidents.2 There are three types of crime and disorder problems that can occur individually or in combination: repeat offending, repeat victimization, or repeat places.3 When offenders, victims, or places repeatedly request or require police intervention, they become "superusers." Superusers, like the retail stores in Paducah, consume a disproportionate amount of public resources. When left unaddressed, superusers restrict police time available to serve the larger public.

PROBLEM ANALYSIS AND RESPONSE

The PPD's analysis revealed that corporate policies drove the stores' crime control practices. These policies incentivized catching thieves rather than blocking crime opportunities or deterring criminal activity. Asset protection personnel would covertly observe criminal activity and intervene only after a crime was committed. Following each instance, they called the PPD. In short, the stores' management practices shifted their prevention costs to the shoulders of the police and taxpayers.

PPD shared their findings with the two stores and asked the stores to develop BY Mic

Michael S. Zidar, Crime Analyst, University of Cincinnati Police Division, Ohio, and Paducah Police Department, Kentucky; Tamara D. Herold, Associate Professor, University of Nevada, Las Vegas; and John E. Eck, Professor, University of Cincinnati

interventions to block crime opportunities. Store and regional managers refused to take additional crime prevention measures, citing corporate policies. In response, the PPD created a new policy for handling shoplifting calls-forservice. The PPD no longer dispatched officers to arrest or transport suspected nonviolent shoplifters who stole less than \$500 in merchandise at the two stores. The agency required the stores to use an online reporting process instead. That shifted responsibility for processing nonviolent misdemeanor shoplifting suspects back to the stores. Police officers continued to respond to violent or felony offenders; thus, the new approach did not detract from community safety (see Figure 1).

PROJECT ASSESSMENT

Paducah's online shoplifting reporting system impacted

both the number of offenses reported and the share of PPD resources spent addressing crime at these superuser stores. After the system's implementation in March 2016, the number of offenses reported by the stores declined by about 58 percent. Shoplifting under \$500 reports led to this reduction.4 There was no observed evidence of displacement to nearby retail outlets. PPD officers spent about 35 fewer hours per month on these two locations. In short, the PPD enhanced its crime-fighting responsibilities to taxpayers by addressing the nonessential overuse of police resources by a superuser. These findings have important implications for law enforcement agencies.

ACTION ITEMS

Research suggests the following actions for law enforcement agencies:

FIGURE 1: ONLINE SHOPLIFTING REPORTING PROCESS



Theft over \$500, violent act, or trespassing suspect

Call to police dispatch for trespassing or felony shoplifting; officer responds and handles the case

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METHODS FOR IMPLEMENTING SHARED RESPONSIBILITY FOR SPECIFIC COMMUNITY PROBLEMS

- Educate others regarding their responsibility for the problem.
- Make a straightforward informal request of an entity to assume responsibility for the problem.
- Make a targeted, formal request of an entity to assume responsibility for the problem.
- Engage another existing organization that has the capacity to help address the problem.
- Press for the creation of a new organization to assume responsibility for the problem.
- Press the delinquent entity to assume responsibility for the problem by calling public attention to its failure to do so.

- Withdraw police services relating to certain aspects of the problem (if possible without affecting community safety).
- Charge fees for police services related to the problem.
- Press for legislation mandating that entities take measures to prevent the problem.
- Bring a civil action to compel entities to accept responsibility for the problem.

Source: Michael S. Scott and Herman Goldstein, "Shifting and Sharing Responsibility for Public Safety Problems," Problem-Oriented Guides for Police, Response Guide Series, no. 3 (Office of Community Oriented Policing Services, U.S. Department of Justice, 2005).

- Create a list of specific addresses that generate the most calls for service or crime incidents.
- Analyze crime data at these locations to identify superusers (e.g., repeat calls for theft, disorderly behavior, stolen vehicles).
- Establish a team to identify physical place characteristics and place management practices that contribute to the specific repeat problem.
- Select and pursue various methods for sharing responsibility for public safety problems. Escalate the pressure or consequences if owners and managers fail to address the conditions that permit extreme use of police resources (see sidebar).
- Create processes and invest in practices that permit superuser place

managers to document and report nonviolent events without direct police intervention. O

NOTES:

¹Michael S. Zidar, Jillian G. Shafer, and John E. Eck, "Reframing an Obvious Police Problem: Discovery, Analysis and Response to a Manufactured Problem in a Small City," *Policing: A Journal of Policy and Practice* 12, no. 3 (September 2018): 316–331.

²John E. Eck et al., "Compared to What? Estimating the Relative Concentration of Crime at Places Using Systematic and Other Reviews," *Crime Science* 6, no. 8 (December 2017): 1–17.

³John E. Eck, "Policing and Crime Event Concentration," in The Process and Structure of Crime: Criminal Events and Crime Analysis, eds. Robert Meier, Leslie Kennedy, and Vincent Sacco (New Brunswick, NJ: Transactions, Routledge, 2001), 249-273. ⁴The reason for the decrease in reports is unclear. Since crime prevention practices did not appear to change, the researchers proposed that the decrease might be at least partially due to underreporting by store personnel. If so, this suggests that the stores were more likely to internalize, rather than externalize, the cost of repeatedly responding to the minor crime problems following the policy

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The Evolution of BodyWorn Camera Technology Brings Policy-Based Automatic Recording



Why are we asking our officers to remember to turn on the body camera during a potentially dangerous and stressful encounter, when there is technology available to do it for them?



BYChief Jason Dombkowski (Ret.)
City of West Lafayette, IN.

Many police officers have attended Monday morning staff meetings where the events of the weekend drive the morning discussion. Attention-grabbing use-of-force incidents and subsequent community concerns are often first on the agendas of today's information-driven law enforcement executives who accustomed to instant, real-time details. The chief asks to review the body camera video of an incident in question. A staff member replies, "Chief, we don't have video of the incident because it happened so quickly. The officer did not have time to activate their body-worn camera."

Police administrators in conference rooms across the United States have dealt with the fallout from lack of video from an officer-citizen encounter incident where the agency policy calls for recording. These problematic instances are all too common in progressive police agencies today that have implemented body-worn camera programs. When departments don't have the video evidence that they are supposed to have according to their policy, public trust erodes. There may even be cause for discipline when an officer otherwise did an exemplary job of handling a difficult situation. Additionally, there can be political consequences for police chiefs during these matters of public controversy due to the failure to have video of the incident.

As law enforcement technology continues to evolve so should your department's body-worn camera program and recording policies to better promote efficiency, transparency and accountability. By using software-driven body-worn camera and in-car camera recording systems, the concept of Policy-Based Recording can now deliver and ensure consistent, bias-free and reliable automatic video recording starts and stops. Through over-the-air software updates to cameras in the field, Policy-Based Recording provides consistently current compliance with your department's ever evolving recording policies.

Today's cutting-edge technology makes it possible to automatically start a video and audio recording in the field, allowing for Policy-Based Recording to now be the cornerstone of any modern police body-worn camera program. Policy-Based Recording should be the new expectation of your department's body-worn camera provider. One such provider, BodyWorn™ by Utility is the industry leader in Policy-Based Recording.

BodyWorn provides body cameras and in-car camera solutions to law enforcement agencies across the country, with exclusive automatic video and audio recording triggers such as:

- CAD Activation: BodyWorn automatically records when an officer receives a Computer Aided Dispatch (CAD) call for service.
- Smart Holster Sensors with Gunshot Detection: The moment a
 firearm is removed from an officer's holster, the holster sensor
 activates BodyWorn recording and recalls up to two minutes of
 audio and video prior to the incident. If a gunshot is detected,
 BodyWorn alerts all nearby officers and dispatch.
- Automated Vehicle Sensors: With configurable recording triggers, such as when the patrol vehicle's light bar is turned on and when the door is opened, rifle and shotgun locks, vehicle speed and crash sensors.
- Officer Down Alert and Activation: If an officer becomes prone
 in the field, BodyWorn starts an automatic recording, recalls two
 minutes of video and audio prior to the incident, while alerting all
 nearby officers and command staff with the downed officer's GPS
 coordinates.
- Action Zones: Automatically records when an officer enters a
 pre-defined geographical area, such as an active shooter event.
 Action zones can be created manually or from a CAD call for service.
- Foot Pursuit Activation: With a built-in accelerometer, BodyWorn can detect when an officer is running and will automatically start a recording.

These technologically advanced automatic recording triggers from BodyWorn by Utility provide the best solution for enacting Policy-Based Recording programs in police departments today. BodyWorn's focus on automatic camera activation through software-driven solutions has significantly advanced the body-worn camera industry towards Policy-Based Recording. Additionally, exclusive automatic triggers and alerts offered by BodyWorn, such as Officer Down and Smart Holster Sensors, provide new increased safety measures for our officers and our citizens alike.

As Policy-Based Recording continues to become the new standard for body-worn camera programs, police departments continue to benefit from improved policy compliance through the elimination of human error and bias. Policy-Based Recording helps to ensure that police chiefs have the video they need at the most critical moments and in full compliance with department policy. The results of which help to increase public trust, department transparency and executive accountability in the communities that we serve.

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BY Matthew C. Packard, Colonel, Chief, Colorado State Patrol

Implementing a Wide-Scale Public Safety Initiative

SINCE 9/11, THE TERRORIST AND CRIMINAL THREAT HAS EVOLVED TRANSNATIONALLY.

In the 1990s and early 2000s, terrorists targeted critical infrastructure locations like government buildings, transportation systems, and financial institutions.

In response to counterterrorism efforts, terrorists shifted their targets away from hardened critical infrastructure sites to soft target locations that were more vulnerable to attacks like crowds of civilians and sites with poor security measures or that lack the infrastructure needed in the event of an attack.

Unfortunately, this marked shift in the types of attacks and targets is taking place globally, as seen in Manchester, England; Paris, France; Brussels, Belgium; Berlin, Germany; and Christchurch, New Zealand, just to name a few. Today, law enforcement agencies around the world are faced with nefarious acts perpetrated by individuals who are becoming increasingly difficult to identify. In fact, security experts have likened the challenge to trying to find a "needle in a stack of needles."

In this new reality, law enforcement agencies are encouraged to partner with their communities, educating them to recognize and prevent potential bad acts and bad actors. Establishing a culture of trust allows members of the public to become force multipliers for law enforcement and assist with creating safer, more secure neighborhoods, cities, and countries. Training community members to recognize potential threats is key in today's threat landscape and can be modified to address the specific challenges faced by police organizations internationally.

How do law enforcement with limited resources? dardized, comprehensive for police officers to edut how to recognize and efficious activity. For examical colorado implemented in more than 40,000 trainacross the state.

COLORADO'S FUSIO

During its infancy, the Contact Analysis Center (CIAC) which is contact as a discontinuous currently operates as a discourity and Emergency Department of Public Satatives from all levels of singhouse for threat information at all levels and local agencies.

How do law enforcement agencies build this trust with limited resources? One answer lies in a standardized, comprehensive program and toolkit for police officers to educate private citizens on how to recognize and effectively report suspicious activity. For example, in the United States, Colorado implemented a program that resulted in more than 40,000 trained private citizens

COLORADO'S FUSION CENTER AND TLOS

During its infancy, the Colorado Information Analysis Center (CIAC) was the state's fusion center led by the Colorado State Patrol. The CIAC currently operates as a division of Homeland Security and Emergency Management under the Department of Public Safety. It includes representatives from all levels of government and is a clearinghouse for threat information while protecting civil rights, civil liberties, and privacy concerns. The CIAC is integrated into the U.S. network of state fusion centers, having the ability to share information at all levels with federal, state, tribal, and local agencies.

More than 4,000 volunteers received the CAP training for the 2015 FIS Alpine World Ski Championships in Vail and Beaver Creek, Colorado.



As part of its efforts, the CIAC established the threat liaison officer (TLO) program. A TLO is an identified person in law enforcement, military, the private sector, or public safety who is the direct point of contact for the CIAC at the local level and establishes a two-way flow of information from community members in a TLO's assigned region to the CIAC. TLOs are tasked with collecting relevant field intelligence from their respective areas and reporting it to the CIAC. In addition, TLOs are responsible for disseminating pertinent intelligence information from the CIAC to the local agency for which they work and, when appropriate, to their communities.

THE CHALLENGE: IMPLEMENTATION

Soon after the TLO program was established, it became clear that TLOs needed a better way to connect with the communities they were serving in their capacity as trusted partners with the CIAC. TLOs were effective in sharing information within their respective agencies, yet there was a gap in how the information was being communicated to the public. The TLOs did not have clear, standard messages that addressed all communities, nor was there a structured framework to engage with the public. As a result, community members did not fully understand what they should be reporting or how to report the informa-

tion. In addition, little guidance or consideration was given to ensuring community members were appropriately respecting others' civil liberties when identifying suspicious activity. In short, the quality of the message being delivered by the TLOs to their communities was disparate at best, and, as a result, the reports received from the public were poor, if any reporting took place at all. In turn, this impacted the CIAC's ability to share the useful information with its local, state, tribal, and federal partners, which was the entire purpose behind the creation of the CIAC.

Colorado's Department of Public Safety and the CIAC realized that they needed to establish a structured educational program and comprehensive toolkit that TLOs could use to effectively educate the public on how to recognize and report suspicious activity.

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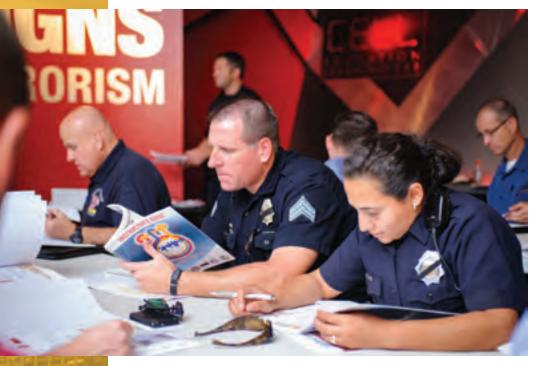
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Denver police receive training on becoming CAP instructors at the CELL in Denver, Colorado.

The program needed to be vetted, certified, and designed with built-in quality controls. It also needed to be accessible to the public, applicable to both rural and urban communities, and behavior focused in order to protect civil liberties. It was a tall order, and it was vital to engage a partner that understood how to effectively convey terrorism-related content to the general public.

THE SOLUTION: PUBLIC-PRIVATE PARTNERSHIP

Around this time, the Counterterrorism Education Learning Lab (CELL) opened its doors in Denver. It was the first exhibit of its kind, devoted entirely to the threat of terrorism and how to help prevent it. The CELL collaborated with then-U.S. Secretary of Homeland Security Janet Napolitano to launch an award-winning video called *Recognizing the 8 Signs of Terrorism*. The video instructed members of the public on how to recognize specific indicators or behaviors that could lead to criminal or terrorist activity and how to best report them.

In 2010, the CIAC and the Colorado State Patrol engaged the CELL and, in part, drew upon that video to create a structured public safety training

initiative that could be rolled out to communities across the state in a unified, consistent manner through the TLOs. The team collaborated with the U.S. Department of Justice (DOJ), U.S. Department of Homeland Security (DHS), and the FBI Joint Terrorism Task Force to develop and deploy the Community Awareness Program (CAP). This level of extensive collaboration ensures that any training undergoes rigorous reviews and credentialing processes before it is deployable. The CAP was developed in line with the DHS If You See Something, Say Something campaign and became Colorado Peace Officer Standards and Training (POST) certified. The training also received DHS SAFETY Act Certification, making it a Qualified Anti-Terrorism Technology (QATT), which is the highest level of certification and provides important liability limitations and protections. All trainers

must undergo recertification and strict qualification standards, and the content is continually evaluated and updated to maintain its certifications and to ensure quality control.

The CAP was first deployed through the TLO program in 2010. Since then, the state and its various law enforcement agencies have trained more than 40,000 individuals in Colorado. Integral to the CAP's success is the train-the-trainer element, in which police officers and other public safety professionals outside of the TLO program receive training to become certified CAP instructors. They then provide this education in their communities across the state, creating thousands of force multipliers in municipalities, schools, faith-based organizations, and more. The very act of reporting useful information allows community members to have positive, non-enforcement interactions with public safety officials, thus building communitypolice trust.

WHAT PARTICIPANTS LEARN

When evaluating a suspicious situation, CAP participants are instructed not to consider factors such as race, ethnicity, national origin, sexual orientation, or religious affiliation. Rather, they are taught to identify an individual's *behaviors* that could be problematic or criminal. Moreover, the curriculum addresses specific indicators people should be aware of and how to best pass that information along to law enforcement.

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TRAINING BY THE NUMBERS

COLORADO STATE PATROL

6,000

people trained for the 2014 USA Pro Challenge cycling event

4,000+

event staff and volunteers trained for the 2015 Federation International de Ski Alpine World Ski Championships

MINNEAPOLIS POLICE DEPARTMENT

16,000+

staff and volunteers trained for Super Bowl LII

3,000

staff and volunteers trained for the 2019 NCAA Final Four

3,000

staff and volunteers trained for the 2014 Major League All-Star Game

For instance, one might see a person taking photographs of areas that are not typical tourist shots, such as mobile police command posts, secured access points, or entry gates. Someone about to engage in criminal activity needs a variety of supplies, some of which may be unusual or purchased in large quantities—something people might notice. Criminals might steal credentials or uniforms to gain access to secured areas; community members are instructed to keep an eye out for people who don't seem to belong in the workplace, neighborhood, or business establishment. Trainees are also instructed on what to look out for online and in social media, such as messages that promote or threaten violence against organizations or individuals or express support for terrorist or criminal groups. Because vehicle attacks are becoming so common, the training also includes what to look for in a suspicious vehicle, such as driving erratically, being unusually weighted down, or emitting smoke.

THE EVOLVING THREAT

Following the Boston Marathon bombing in 2013, it became clear that terrorist threats had evolved, and training needed to expand to include communities hosting large-scale special events to help prevent similar attacks. The curriculum was refined to address special events and venue security concerns and be scalable to large audiences. It continues to be updated to address the evolving global threat landscape.

In Colorado, volunteers and staff received the training for a number of high-profile events. The Colorado State Patrol trained 6,000 people for the 2014 USA Pro Challenge, one of the largest cycling events in the United States and the largest spectator event in Colorado. More than 4,000 event staff and volunteers were trained to help secure the 2015 Federation International de Ski Alpine World Ski Championships in Vail and Beaver Creek, Colorado. More recently, Colorado Classic Bike Race and Denver PrideFest volunteers also received the training.

The CAP has been implemented in other U.S. communities as well. The Minneapolis Police Department trained more than 16,000 staff and volunteers for Super Bowl LII; 3,000 for the 2019 NCAA Final Four; and 3,000 for the 2014 Major League All-Star Game. Partnerships also were created for the 100th Indianapolis 500 and the 2016 Republican National Convention, among others. At every event in which the CAP is deployed, community members work hand-in-hand with law enforcement, serving as additional "eyes and ears on the ground" to help ensure safety and security.

LESSONS LEARNED AND LOOKING FORWARD

Initially, Colorado faced a significant challenge with its nascent TLO program. However, with the development and deployment of the CAP, law enforcement agencies now have a public safety training that

- enhances community engagement;
- provides content and toolkit standardization;
- has built-in quality control measures; and
- is completely certified and qualified, earning the following certifications and recognition:
 - » U.S. DHS SAFETY Act Certified
 - » IACP Leadership in the Prevention of Terrorism Award
 - » IACP Outstanding Community Policing Award
 - » POST Certified
 - » DHS/DOJ Best Practice

The training continues to be relevant today in light of the evolving threat around the globe. The program is adaptable to different countries and regions, taking into consideration various international police procedures and reporting protocols.

Uniting communities and law enforcement in routine, non-adversarial interactions strengthens community relations, resulting in increased trust. By giving the public a role in protecting their communities, they and the police are collaboratively building safer, more secure cities, states, and countries. $\mathfrak O$

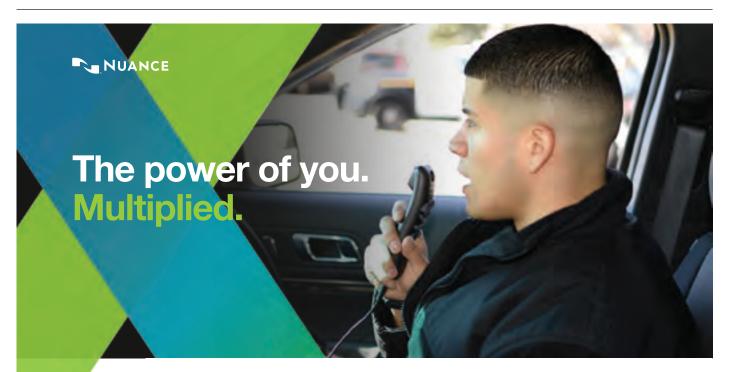
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Issue 07

Tucson Collision Reporting Center Has Successful First Year!

been more than a year since the Grand Opening of the Tucson Collisions Reporting Center (CRC). And what a good year it has been!

It was clear from the onset that the CRC was a welcome addition to the community. Accident Support Services staff have been assisting citizens with the completion of their collision reports, in addition to entering information for citizens involved in on-scene investigated collisions. Located near the border, often citizens speak only Spanish, and the Center staff are bilingual. Feedback from the public shows 95% of customers who have completed the voluntary satisfaction survey rated the service as "Excellent", 4% rated it "Very Good", with 1% leaving that question blank.

There has been a remarkable acceptance from Tucson Police Department (TPD) personnel as well, and CRC staff have enjoyed a mutual open and productive relationship. The work flow process de-



signed prior to opening has been customized to meet the specific needs of the Tucson Police Department, local insurers, and citizens. Together they have optimized the work being done with the needs of the Traffic Unit of the TPD.

Lieutenant Tim Gilder of the TPD has been instrumental in the implementation of the Says Gilder "The Program. Tucson Police Department is proud to have partnered with Accident Support Services International Ltd. over the past year during our collision reporting pilot program. The program has enabled the Tucson Police Department to offer a professional collision reporting mechanism to report minor collisions not previously available to the Tucson residents. Tucson residents have benefited by having a one stop reporting system that liaisons closely with insurance companies to speed collision claim processing. TPD has saved significant staffing hours, providing officers an opportunity to focus more on serious crime within the community. Monthly in-takes continue to grow as the program gains popularity and recognition within the community. The Tucson Police Department looks forward to continuing our partnership with Accident Support Services in support of the Tucson community."

The 'Collision Reporting & Occurrence Management Continued on page 2

This Issue:

COLLISION REPORTING CENTER Coming To SALINAS CALIFORNIA

t is with great excitement we announce that Accident Support Services International Ltd. and the Salinas Police Department have signed an agreement to partner together to open a Collision Reporting Center to meet the needs of the Salinas residents. This agreement

spearheaded by Assistant Chief Roberto Filice and ASSI President Steve Sanderson will see the new Collision Reporting Center, our second one in the state of California, open in the last quarter of 2019 in the Salinas City Hall building.

The upcoming Salinas CRC will be available to assist citizens with all collisions, offering one-stop colli-

sion reporting and vehicle claim support services. This exciting enhancement is coming at no cost to the Salinas PD or ratepayers and will allow ASSI Ltd to continue to offer U.S. insurers the many first notice of loss opportunities and benefits now enjoyed by citizens and the insurance industry through our reporting centers. Accident Support Services International Ltd., in partnership with insurers and local law

enforcement agencies, has been operating Collision Reporting Centers since 1994.

ASSI provides superior customer service to the public while delivering significant benefits to Insurers and Police with a goal of facilitating an active partnership between the two. We

provide reliable post-accident care including advice and assistance to citizens involved in an accident with branded handouts and material from their insurance provider. By providing insurers with all relevant facts of the loss (first notice of loss) including documentation and photographs of all parties within hours of the collision as they're reporting to po-

lice, we help reduce claim cycle times and related costs. For police, the program allows them to redirect scarce resources to higher priorities while still overseeing important public safety aspects or accident reporting.

For more information on ASSI, or to discuss how a Collision Reporting Center might serve your community, please visit our website www.accsupport.com.



Continued from page 1

System' (CROMS) makes the entire process of reporting a collision much easier and faster. The award-winning program reduces confusion for citizens and insurance companies with legibility of the report, and gets claims processed much faster. Further to this, because staff data enter every element, more extensive information is captured for analysis. The Information is entered di-

rectly into CROMS, pictures are taken and uploaded, the damage on the vehicle is recorded, and the report is printed. The citizen hand writes his or her statement (or it is dictated to a member of the CRC staff in situations where additional assistance is required) and signs the report. A "Damage Reported to Police" sticker is applied to the vehicle. The citizen is then informed on what to do next, and CRC staff answers any questions

they may have. The reports are reviewed by a Tucson Police Dept. Records Specialist, who makes any necessary changes and signs it. The reports are then sent to the Traffic Support Specialist in Records Management, and forwarded to the ADOT.

The CRC has proven to be a highly effective tool in providing an alternative response and efficient approach to minor vehicle collisions in Tucson, AZ.

Secondary Collisions – The Need to Clear Roads Faster

ot too long ago the Virginia Transport Research Council commissioned 3 Senior Research Scientists to conduct a study on Traffic Incident Management. The need to improve traffic management is evident, as 25% of total congestion on US Highways is the direct result of a traffic incident.

The study found that 9.2% of all vehicle crashes were secondary to another incident and that 6.2% of these crashes were tertiary to another primary incident. The finding supported the need to clear crashes faster, because the models predicted that the probability of secondary collisions occurrences increased approximately 2 percentage points for every additional 2 to 3 minutes spent on scene in high volume scenarios. In the case of low volume, risk



increases about 1 percentage point every 5 minutes.

The benefits to directing property damage collisions to a Collision Reporting Center (CRC) are numerous, but the most important one is to diminish the risk of a secondary collision. Property damage collision investigation at

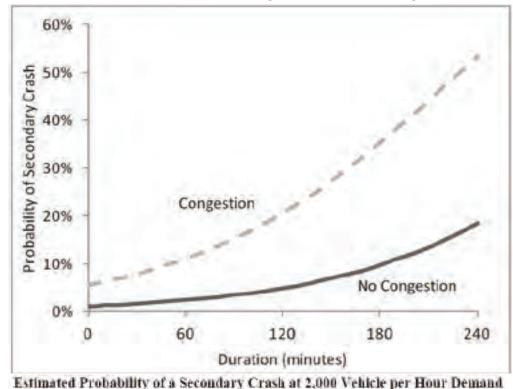
the scene consume a large amount of police resources and time, as well as putting all involved occupants and first responders at risk of being involved in a secondary collision, and a greater risk of injury.

Clearing a collision scene quickly by directing drivers to a CRC to report the crash

provides a more effective use of police resources, and allows frontline officers to focus more time on proactive efforts to enhance public safety.

Not to be forgotten is the high economic cost to commerce as a result of traffic congestion.

Collision Reporting Centers offer officers, motorists and tow operators the opportunity to clear the scene quickly, to complete the report in a safe, dry, convenient manner, rather than sitting on the side of the road.



Winner Of The "People's Choice Award"

The Insurance Industry has spoken! Accident Support Services International Ltd. and Aviva Canada Insurance were selected as Award Winners for their implemented a First Notification of Loss (FNOL) integration service for customers reporting their vehicle collisions at Collision Reporting Center (CRC) locations across Canada!

At the 17th annual Insurance-Canada.ca Technology Conference, representatives from ASSI and Aviva were presented with the "People's Choice Insurance-Canda.ca Technology Award"!

And, once again, we were a finalist in the prestigious Insurance-Canada.ca Technology Award (ICTA2019)

This is the second year that ASSI



L-R S. Sanderson, President ASSI; J. Spinner, AVP Claims Transformation & Strategy, AVIVA; F. Vitorino, IT Director, ASSI; R. Yates, VP Insurance Programs, ASSI

has been a finalist for the Technology Award. In 2018, ASSI was a finalist for the new "online damage estimator tool" developed for the Collision Reporting & Occurrence Management System (CROMS).

It is a true honor to receive this acknowledgement by the Insurance Industry of AS-SIs continuous efforts to enhance the product and services provided

ASIRT Annual United States Road Crash Statistics (2018 data)

- Over 37,000 American people die in road crashes each year
- An additional 2.35 million are injured or disabled
- Over 1,600 children under 15 years of age die each year
- Nearly 8,000 people are killed in crashes involving drivers ages 16-20
- Road crashes cost the U.S. \$230.6 billion per year, or an average of \$820 per person
- Road crashes are the single greatest annual cause of death of healthy U.S. citizens traveling abroad
- Unless action is taken, road traffic injuries are predicted to become the 5th leading cause of death overall by 2030.

On the Road with ASSI

The Accident Support Services International Team will be on the road this season at the following events:

July 21-24:

NYSACOP Meeting –
Rochester, NY.

Aug. 25-27:
VACP – Norfolk VA

Sept. 8 – 11:
IASIU – Phoenix, AZ.

Sept. 10-13:
Arizona Chiefs Expo,
Laughlin, NV

Sept. 25-26: Distracted Driving Summit, Roanoke VA
Oct. 20 – 22: PCI – Boston, MD

Oct. 20 – 22: PCI – Boston, MD
Oct. 24 - 26: MCCA 2019 Fall Meeting, Chicago, Illinois.

Oct. 26 – 29: IACP – Chicago, IL.
Oct. 30 – Nov.1: SEMA – Las Vegas, NV.

Nov. 28/29: Insurance Nexus - Chicago, IL.



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BY

Tina Balsewicz, Officer, **Chandler Police** Department, Arizona; Sean Duggan, Chief of Police, Chandler Police Department; and Craig D. Uchida, PhD, Justice & Security Strategies, Inc.

CRIME PREVENTION AND CRIME CONTROL EFFORTS ARE OFTEN AT ODDS WITH EACH OTHER, ESPECIALLY IF CRIME CONTROL FOCUSES SOLELY ON ENFORCEMENT. Connections between preventing and controlling crime, however, can be made if residents, teachers, parents, businesses, and the overall community are linked to police through networking, trust building, investment in the community, awareness, and communication. The Chandler, Arizona, Police Department has found an effective way to integrate crime prevention and crime control through its Guardian Academy.

WHEN THEORY AND PRACTICE COLLIDE

People can discourage crime by being in a particular place at a particular time. A parent becomes an "intimate handler" because he or she has knowledge of his child's "bad" behavior and thus serves as a mechanism for informal social control. A teacher becomes a "capable guardian" when he or she recognizes someone loitering in the school building and brings the person to the attention of security. Instead of the police having to continuously exert their legal authority, having people handle these minor problems eases that responsibility and reduces crime, freeing the police up for other crime-fighting efforts. The criminological theory of collective efficacy speaks to the way in which crime prevention and crime control come together.

"Collective efficacy" refers to the degree to which people trust their neighbors to provide a sense of safety and to intervene if something problematic happens. Intervening can include things like calling the police; asking questions of strangers; notifying parents if their children are misbehaving; forming community groups to address problems; or, at a higher level, attending city council meetings to request assistance from city or county government. Research shows that neighborhoods

with higher collective efficacy experience lower rates of violent crime.

The implementation of collective efficacy can help police departments develop community-based crime control. The Bureau of Justice Assistance (BJA), through its Community-Based Crime Reduction Program and Strategies for Police Innovation Program, has supported efforts to implement collective efficacy. For example, in Austin, Texas; Brooklyn Park, Minnesota; Los Angeles, California; Miami-Dade County, Florida; and Nashville, Tennessee, BJA has funded the police, community-based organizations, and county governments to engage in building trust, strengthening neighborhood networks, and controlling crime. These principles form the backbone of collective efficacy and are effected through officers meeting with and talking to people oneto-one, introducing residents to their neighbors, and helping to create bonds among people who might not have met or talked to one another. These activities take time, energy, commitment, and investment in neighborhoods, organizations, and communities. Ultimately, these practices lead to safer neighborhoods and give people confidence in their abilities to make good decisions.

THE GUARDIAN ACADEMY

The Chandler Police Department (CPD) found an innovative way to implement collective efficacy and, thus, prevent crime. The impetus for the Guardian Academy (the Academy) came from the community when a parent requested a class on street drugs to help parents be more aware of what their children are facing every day. The parent already trusted the Chandler Police Department. as demonstrated by the request, and the action of creating the Academy further strengthened that relationship. The idea for a class evolved into a full curriculum and into its current offering and purpose: "The Academy provides education,

For more information about the Guardian Academy, contact Officer Noah Dueker at noah.dueker@ chandleraz.gov.



information, and access to resources that promote and reinforce healthy relationships and communication within families." Two goals were articulated: The Academy will (1) inform, share, enlighten, and educate participants about the warning signs of criminal or risky adolescent behavior and (2) proactively establish positive and healthy relationships between the police and guardians. These goals are accomplished by

- increasing situational awareness among guardians;
- encouraging and empowering participants to have hard and heartfelt conversations about sensitive and highrisk topics with children;
- providing a safe platform for open dialogue and facilitating conversations by providing communication tools; and
- encouraging active involvement of a guardian in a child's life.

Since 2017, about 250 community members have graduated from the Academy, and the seventh cohort began in September 2019. The first Academy included about 30 participants, and because of its increased reputation and acceptance, the class is now limited to 50. Because of its popularity among teachers and educators, two schools have requested their own Academy class that would include faculty members and student guardians.

Guardian Academy Overview

The Guardian Academy is a five-week, 15-hour program composed of a weekly class that begins at 6 p.m. and ends at 9 p.m. Core topics for the Guardian Academy include social media, drug trends, gangs, human trafficking, mental health, risky and criminal activity, and cyberbullying. Courses are taught by subject matter experts. Further, the courses are interactive; discussions are encouraged as participants have questions and interests in talking about different topics. Each course is designed to create awareness and provide authority-based knowledge.

Participants are provided with the following resources:

- A tailored course manual, including a resource section to connect participants to outside resources in the community
- Direct and in-person access to outside resources and networking to streamline resources
- Actionable steps to implement information received in the class
- Active tools for guardians to exhibit digital leadership of their child's media presence and electronics
- Access to a private, member-only Facebook page for Guardian Academy graduates

Guardian Academy Costs

CPD underwrites the costs of the Academy. The agency's crime prevention officer provides logistical and administrative support through scheduling courses, lining up faculty from the department and the community, putting together appropriate course materials, advertising, maintaining the list of participants, and communicating with them. In addition, CPD also provided continuing education credit hours for teachers and graduation certificates for those who completed the program with 100 percent attendance.

Each five-week cohort costs the agency about \$250 for food and course material printing. Individual sessions are taught by credentialed and experienced subject matter experts who volunteer their time and knowledge. These instructors make the Academy a highly cost-effective program.

REACHING PARENTS, TEACHERS, AND PARTICIPANTS

The success of the Academy is demonstrated, not just in its popularity among Chandler and surrounding communities, but also through the evaluations and anecdotes of the participants. Many participants have voiced their praise and approval of the content of the Academy, but more importantly, they express

LESSONS LEARNED FROM THE GUARDIAN ACADEMY

After six Guardian Academy classes and through the participants' evaluations of the program, CPD learned a number of lessons.

- Ensure the program is fluid, nimble, and flexible.
- Include relevant issues raised by participants and the community.
- Be open to and accept feedback from participants and make changes accordingly.
- Adjust the class time to delve deeper into the topics of greater interest.
- Use subject matter experts (e.g., about social media, drug addiction, or other topics) and community stakeholders as faculty as they provide authoritative knowledge and a "different voice" about the message being delivered. In addition, they may be better received by attendees than police officers.
- Know that not every participant will accept every message.
- Be mindful of cultural competencies; address cultural, racial, and ethnic differences.
- Provide low-cost meals and snacks to ensure timely arrival and keep the attention of the participants.
- Provide a "take home package" with presented materials, tools, and resources.

the changes that have occurred in their own behaviors or those of their offspring or students.

For example, one Academy graduate wrote:

The Academy gave me more confidence to feel like an "expert" about the importance of making sure my own children are protected from some of the harms of social media. In the past, I might have made vague objections [to social media], but what I "knew" had no authority. With the backing of the Academy, I feel the power of that borrowed authority. I'm able to say, "No, my children will not install that app."

Another graduate wrote about the specific changes they made in their household following the Academy:

First, we did a contract for my son's cell-phone use... and have enforced consequences. We have family

discussions about why we are so strict about the usage and apps, review what is on his phone, and monitor his usage. We have a "no-cellphone" policy after 8 p.m.; it is also a house rule that the phone goes in our room for the evening, and we spend family time together playing board games and hanging out. Attending this Academy has made me more aware of the enticements and dangers that are in the cyberworld and made me realize that the danger is ever-changing. Even though it is a lot of work, I know we must be on top of it.

Importantly, the parent added, "I also try to share what I have learned to others... it has been mostly well received." This is an example of how informal social control works, not only among a family, but through the use of networking and communication to spread the word about how to handle issues that are important to neighbors.

A guidance counselor and parent echoed these sentiments, by saying,

For my oldest, who is four, we definitely set a screen-time limit, and I interact with her more while she's using the iPad and make sure I watch what she's watching too. However, as a guidance counselor, I know more of what I should be looking and listening for when students come to report incidents and what to inform families of.

These unsolicited comments show the way in which the Academy is able to bring about change in the way people think and act when it comes to guarding their own families and, by extension, their friends and colleagues.

GUARDIAN ACADEMY OUTCOMES

The CPD has a high level of trust with its community, and the Guardian Academy continues that tradition. As a result of the first six Guardian Academy cohorts, word has spread throughout and beyond teachers in the school districts to parent-teacher associations, neighborhood groups, churches, crime analysis organizations, and law enforcement agencies across the globe. Demand for the Guardian Academy classes has increased, and more than 50 applicants per class is the norm.

Chandler crime prevention officers now receive proactive calls from schools, parents, and other guardians to address concerns that, if left unanswered, could lead to or become crimes. The willingness to call the police is a strong indicator of the effectiveness of the message given in the Academy and demonstrates that people are willing to intervene—a major tenet of collective efficacy.

Further, CPD has found that improvements have occurred outside of the classroom and have made inroads into the community.

Increased Education and Awareness:

The Guardian Academy both educates and makes people aware of issues. People don't know what they don't know until they get real information from experts who assist them in processing the information.

Enhanced Networking and Resourcing: The Academy provides a safe place where people can talk, share similar experiences and situations, and obtain resources to deal with problems or potential problems.

Increased Relationship Building:

By bringing people together, the Academy facilitates building trust among people—relationships are built not only between participants and the police, but also among teachers, residents, community members, leaders, stakeholders, and experts. These relationships extend beyond the Academy and bring a better understanding of safety to the community. O

IACP RESOURCES

- A Resource Guide to Improve Your Community's Awareness and Reporting of Suspicious Activity For Law Enforcement and Community Partners
- "10 Ways Community Members Engage with Law Enforcement" (blog post)

theIACP.org

 "Prevention-Focused Community Policing Building Public Trust" (article)

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IN JULY 2017, STATE AND LOCAL LEADERS IN UTAH MET TO ADDRESS A BURGEONING CRIME PROBLEM IN DOWNTOWN SALT LAKE CITY, NEAR UTAH'S LARGEST HOMELESS SHELTER.

During a span of a few years, the Rio Grande District of Salt Lake City had become a hotbed of crime and disorder fueled by an estimated 2,500 individuals living on the streets.

A series of events in the summer of 2017, culminating in three murders, the violent assault and robbery of a minor league baseball player, and a car crash near the shelter that killed one person and injured several, left state and local leaders determined to find a solution. The surge of violence also prompted a prominent advocate for those experiencing homelessness in Utah to voice support for changes.

OPERATION RIO GRANDE— A CALL TO ACTION

Plans had been underway since 2015 to replace the one large downtown emergency shelter and build three smaller resource centers by 2019, but crime and violence had escalated. In response, the Salt Lake City Police Department poured resources into the area, but challenges persisted. The growing concerns led to community conversations, media reporting, and frustration. Finally, in the spring of 2017, it reached a tipping point when House Speaker Greg Hughes of the Utah State Legislature moved his office from the Utah State Capitol to a vacated office in the Rio Grande District in an effort to garner attention and support for change.

In July 2017, a series of emergency meetings gave birth to Operation Rio Grande. The three-phase approach was designed to (1) restore order and public safety in the Rio Grande District, (2) provide for increased assessment and treatment resources, and (3) provide increased work opportunities for those in need.

While existing shelter space was available for those illegally camping in public, jail and treatment capacities were lacking. Policy makers brokered deals to free up 300 jail beds for the operation and add 275 new residential treatment beds, more than doubling the treatment capacity in the state. Leaders also took a major step in closing Rio Grande Street to build a safe space with enhanced services. Individuals seeking assistance received a coordinated-entry services card and access to a safe location for seeking services.

The cost of the operation was split between the state, county, and city. The Utah legislature funded an additional 47 sworn officer positions for the Utah Department of Public Safety through June 2020. The Utah Department of Public Safety, Salt Lake City Police Department, Unified Police Department, and Utah Department of Corrections formulated a plan to restore order in the Rio Grande District.

OPERATION RIO GRANDE BEGINS

On August 14, 2017, officers from multiple agencies deployed into the Rio Grande District to restore order. Because circumstances varied greatly for individuals in the area, law enforcement activities were divided into three main areas of emphasis:

- Increased uniformed patrol activities
- Specialized criminal enforcement
- Community outreach and support

Increased Uniform Patrol Presence.
The addition of officers to the Rio
Grande District increased visibility
of law enforcement in the area. Due

Opposite: Rio Grande Street near downtown shelter prior to Operation Rio Grande.

ADDRESSING THE GROWING CRISIS IN UTAH

As Utah's capital, Salt Lake City has historically provided the majority of resources for Utah's vulnerable populations. including those experiencing seeking services typically made their way to Salt Lake City's Rio Grande District. As major steps were taken to revamp the delivery of homelessness services in Utah. the district's crime problem persisted and continued to grow. The encampment in the area known as "The Block" was growing every day.

For years, the Rio Grande District faced challenges with crime and disorder. The problem accelerated as several factors converged including

- the opioid crisis;
- shortage of affordable housing;
- Utah's growing population;
- shortage of mental health and substance abuse treatment programs and facilities, leading to six- to nine-month wait times for accessing treatment;
- lack of health insurance options for criminal justice involved individuals; and
- initial growing pains from adjustments to a criminal justice policy designed to appropriately help those who have a substance use disorder in lieu of incarreration

Criminals intent on profiting from the increasing disorder saw an opportunity and moved in. In a few short years, an open-air drug market supplied drugs from the Rio Grande District to individuals in the vicinity and across the state.



Salt Lake City Police Department conducting patrol and outreach on Rio Grande Street.

- Early days of Operation Rio Grande. Salt Lake City Police Department officers contacted individuals.

to increased police presence via foot patrols, criminal actors were unable to openly deal drugs and were less likely to victimize vulnerable individuals. Officers had more opportunities to connect with community members and help those in need. The additional personnel also allowed the Salt Lake City Police Department to deploy resources to other parts of the city to address similar challenges.

Specialized Criminal Enforcement.

A top priority of the operation was to dismantle the district's open-air drug market and remove violent criminals from the area. The State Bureau of Investigation deployed a narcotics unit to work with the Salt Lake City Police. Using intelligence-led policing concepts, including network analysis and focused deterrence, teams worked to remove the most egregious offenders from the area. As the operation progressed and crime patterns changed, the State Bureau of Investigation deployed similar approaches in other areas.

Community Outreach Teams. Prior to Operation Rio Grande, the Salt Lake City Police Department formed the Community Connection Center and added eight social workers to the department. Officers and social workers deployed in a co-responder model. To supplement their effort, the Utah Highway Patrol also formed an outreach team consisting of five troopers and two social workers to work in the Rio Grande District.

What's more, law enforcement coordinated closely with the Utah Department of Workforce Services and service providers to support Phase Two and Phase Three efforts.

OPERATION RIO GRANDE DELIVERS

A few weeks into the operation, improvement was evident. The street population decreased significantly, and the aesthetics of the area improved. The trash, feces, and syringes that previously littered the area were reduced, improving public health and safety. The open-air drug market was dismantled,

and drug use and dealing reduced. Operation Rio Grande has led to more than a 40 percent decrease in serious crimes (Part I offenses, as defined by the FBI) for 2018–2019 when compared to the 2014-2016 average (See Figure 1 on page 50).

While restoring public safety was the goal for Phase I of the operation, some stakeholders were concerned law enforcement efforts would discourage individuals from seeking services. To assess this concern, operation leaders monitored two key measures:

- 1. Number of daily shelter check-ins
- 2. Number of meals served by Catholic Community Services

Both measures have shown little or no change throughout the duration of the operation, though the street population and crime have decreased significantly. Today, more individuals than ever are accessing services and treatment. Forty-seven state troopers and state agents continue to work with the Salt Lake City Police to maintain public safety in the area and assist with the transition to the new services delivery model.

OPERATION RIO GRANDE STRATEGIES

Operation Rio Grande required various strategies and encouraged a collaborative approach. A few of the following strategies contributed to the operation's success.

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Community Support and Engagement.

An undertaking with the scope and size of Operation Rio Grande is not without controversy. Building trust with community stakeholders was critical. Policy makers from both political parties in Utah worked with service providers, business leaders, law enforcement, advocacy groups, the media, and representatives of the district's vulnerable populations to formulate a plan. Ongoing public meetings and media engagement kept important stakeholders and the public informed. While differences of opinion at times existed, established relationships allowed for problem-solving and best outcomes.

Statewide Coordination. At the onset of the operation, many municipalities expressed concern that Operation Rio Grande would simply push the problem from downtown Salt Lake City to other municipalities. State leaders committed to providing legislative and coordination support. The Department of Public Safety responded to all complaints or requests for assistance from other jurisdictions, and all requests were accommodated without overwhelming city and police department resources.

Under state direction, a working group was established to develop a resource guide, *Developing Your Community Response to Unsheltered Homelessness*, which was made available online. The Department of Public Safety and Department of Workforce Services also met with local municipalities to hear concerns and discuss solutions for helping unsheltered homeless populations.

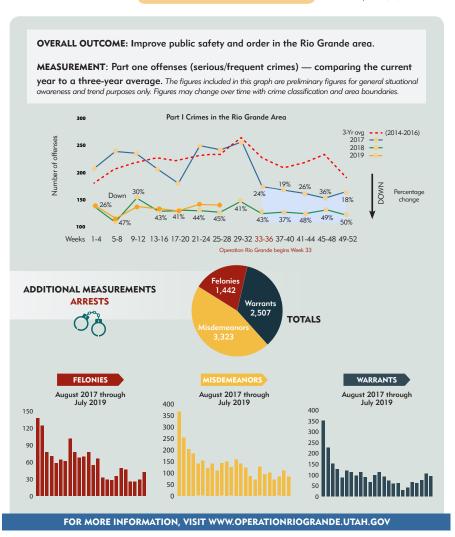
Hot Spot Policing. Increased police presence in the Rio Grande District reduced crime. While problems to other areas increased in some cases, Salt Lake City saw an overall decrease in serious crimes of nearly 25 percent across all areas of the city. The state of Utah overall saw a decrease in serious crime in 2017 by 5.38 percent.

A study funded by the National Institute of Justice (NIJ) suggests that hot spot policing is effective in reducing crime and disorder. The study also found that "hot spot policing, particularly problem-oriented policing, FIGURE 1: PHASE I OUTCOMES

OPERATION RIO GRANDE

PHASE I TRACKING

Updated 8/13/2019



is more likely to reduce crime in the surrounding areas than it is to lead to crime moving to that area." The outcomes of Operation Rio Grande support this theory on hot spot policing.

Altering Place Characteristics. A review of the research on hot spot policing states,

While arresting offenders remains a central strategy of the police and a necessary component of the police response to crime hot spots, it seems likely that altering place characteristics and dynamics will produce larger and longer-term crime prevention benefits.

Other government units, in coordination with law enforcement, used important strategies to improve outcomes. The creation of a safe space for accessing resources, regular street cleanings, beautification projects, and

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CRIME AND POLICING AMONG VULNERABLE POPULATIONS

Many communities across the United States today are facing similar challenges to that of the Rio Grande District, with unacceptable levels of crime and violence. Addressing crime among vulnerable populations, including those experiencing homelessness, can be particularly challenging and controversial.

A recent publication by the International Association of Chiefs of Police, *Policing in* Vulnerable Populations, reads,

Public safety and well-being cannot be attained without the community's belief that their well-being is at the heart of all law enforcement activities... it is critical to help community members see police as allies rather than as an occupying force.

A thoughtful approach to ensuring public safety while protecting individual rights and building community trust is critical. Heavy-handed tactics can lead to the loss of community trust and support, perceived or real criminalization of vulnerable individuals, and growing facing life challenges. A limited response can lead to continued victimization of vulnerable individuals, failure to restore public order, morale issues among officers, and a loss of confidence in a police department's ability to safeguard the community.

Solutions to the challenges are varied, ranging from prevention programs and criminal enforcement to community outreach and government-wide coordination. A blended strategy with all stakeholders contributing will lead to the best outcomes.

strategic placement of new resources all contributed to positive changes in the area. Nuisance abatement laws were effective in reducing criminal activity occurring at a particular motel in the area. Police also worked with businesses on trespassing affidavits to stem after-hours criminal activity. Altering place characteristics of the neighborhood was a major factor in crime reduction and increased safety.

Co-Responder Model. Both the Salt Lake City Police Department and the Utah Highway Patrol deploy specialized outreach teams with licensed clinical social workers effective in crisis response and knowledgeable about available resources. While the Salt Lake Police Department directly employs social workers, the Utah Highway Patrol contracts with local mental health organizations to obtain social workers.

Diversion from the Criminal Justice System. Salt Lake County partnered with Utah Highway Patrol to start a program to identify and divert individuals frequently arrested for low-level offenses out of the criminal justice system. These individuals do not typically qualify for traditional drug court. The program seeks to fill the gap.

Law enforcement, service providers, prosecutors, legal defenders, and courts work together in the best interest of an individual to assess and offer the appropriate treatment. A social worker for the Utah Highway Patrol provides case management and intensive support through treatment and adjudication. The individualized approach and system alignment lead to improved outcomes and cost savings.

New Specialty Court Program
Focused on Co-Occurring
Population. Many of the individuals
in and around the homeless shelter
have both mental health issues and
substance use disorders and are in
need of greater hands-on case management. Salt Lake County started a
new specialty court program focused
on addressing the needs of individuals with co-occurring challenges.
Salt Lake County populated the new
court by working with prosecutors,

legal defenders, treatment providers, and community partners to offer the program to individuals in jail, in some cases connecting the individuals to needed treatment services only days after arrest.

Expansion of Health Care for the Justice Involved. On November 1, 2017, Utah obtained a waiver from the U.S. federal government to expand Medicaid health care coverage to individuals involved in the justice system, participating in mental health and drug courts, or experiencing chronic homelessness. This unique program, called Targeted Adult Medicaid (TAM), provided needed health coverage to individuals coming out of incarceration who were previously uninsured. To date, state and local leaders have enrolled more than 4,000 people, and close to 2,000 individuals involved in Operation Rio Grande have accessed treatment services in Salt Lake County.

Criminal Record Expungement.

Individuals seeking employment and housing for long-term stabilization may have limited options due to past criminal convictions. Operation Rio Grande sponsored an expungement day to help several hundred individuals expunge qualifying criminal records. Volunteers assisted qualifying individuals with the expungement process. In the 2019 legislative session, the state passed automatic expungement for low-level offenses—an important step in helping individuals move forward.

Sober Living Program. Salt Lake County developed a program to provide rapid rehousing support to individuals completing residential treatment, coming out of incarceration, or participating in the drug court program. The sober living program provides up to six months of short-term housing and recovery support for individuals, allowing for their gradual acclimation into society. Since January 2018, Salt Lake County has housed more than 500 clients in the sober living program. Eighty-one percent of those clients are still housed or have had neutral or positive exits. U.S.-wide research shows housing and

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JANUARY

January 6-17, 2020 - Homicide Investigation - Louisville, KY
January 27-31, 2020 - Police Training Officer (PTO) Basic Course - Louisville, KY

FEBRUARY

February 10 - May 8, 2020 - 143rd Administrative Officers Course (AOC) - Louisville, KY February 17-21, 2020 - Organizational Leadership & Problem Solving - Jeffersonville, IN

MARCH

March 2-6, 2020 - Basic Death & Homicide Investigation - Clackamas, OR

March 9-13, 2020 - Internal Affairs: Policy, Practice & Legal Considerations - Louisville, KY

March 16-19, 2020 - Crime Prevention through Environmental Design - Louisville, KY

March 30 - April 3, 2020 - Intelligence-Led Policing: Turning Theory Into Practice - Louisville, KY

APRIL

April 13-17, 2020 - Management of the Small Law Enforcement Agency - Louisville, KY

MAY

May 18-22, 2020 - Sex Crimes Investigations - Louisville, KY

May 28-29, 2020 - Police Training Officer (PTO) Implementation Course - Louisville, KY

JUNE

June 1-12, 2020 - Homicide Investigation - Louisville, KY

June 15-18, 2020 - Managing the Media in Law Enforcement - Louisville, KY

June 22-26, 2020 - Police Training Officer (PTO) Basic Course - Louisville, KY

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peer support are effective in reducing recidivism and improving long-term stabilization.

Increased Job Opportunities. The Department of Workforce Services and Steve Starks of the Utah Jazz led the effort to increase job opportunities for those seeking assistance. Teams worked with employers, held job fairs, and provided job counseling sessions. More than 566 employment plans were developed, with several individuals receiving employment opportunities. In fact, one person arrested as part of Operation Rio Grande received treatment and transitioned to long-term employment with the Salt Lake County Mayor's Office.

LESSONS LEARNED FROM OPERATION RIO GRANDE

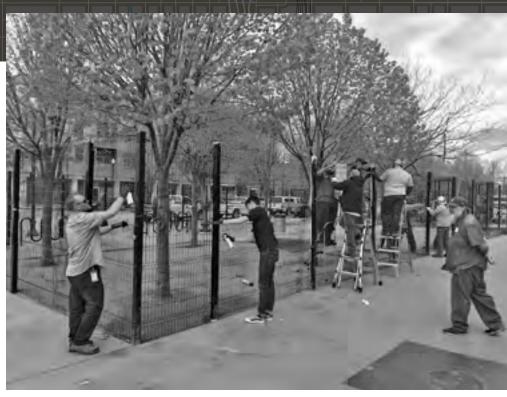
While many lessons were learned through the operation, there are a few key points that merit emphasis.

1. Balancing Accountability to the Law and Support for Individuals

Leaders acknowledged from the inception of Operation Rio Grande that the problem could not be solved with arrest and incarceration alone. However, it was also evident that the crime had reached intolerable levels and was negatively affecting the environment and delivery of services to the community's vulnerable populations.

Officers were directed to set expectations and restore order. Officers were given discretion on how to hold individuals accountable; however, they were also directed to support the people they encountered and assist in meeting their needs. The majority of individuals in the area met the expectations established by law enforcement. When people did not, officers took the appropriate action using a commonsense, compassionate approach based on individual circumstances.

Requiring accountability of persons in difficult circumstances and policing with compassion are not mutually exclusive approaches. Both are required for the good of the individual and the



Community members work to replace old plywood fencing near the downtown shelter with new fencing to improve visibility and aesthetics of the area.

public. Many individuals who received treatment as a result of the operation said it was the persistence of officers that made the difference.

2. Understanding the Community

When engaging in an effort like Operation Rio Grande, it is important to understand the subpopulations existing within the larger community and then create tailored approaches to addressing those populations' needs. The same applies to individuals and their specific needs. A key component in Operation Rio Grande was officer engagement. Officers walked the area, talked with people, and learned their circumstances. This engagement helped officers understand individual needs and community dynamics. The engagement led to better identification of criminals while helping vulnerable, noncriminal community members.

The Department of Public Safety worked with the downtown shelter operator to improve safety conditions in the shelter. Officers conducted meetings with the shelter operator and patrons to develop best strategies. Contrary to what many believed,

patrons of the shelter voiced support for increased law enforcement presence as a means of deterring crime in the shelter.

3. Law Enforcement and Service Provider Coordination

Operation Rio Grande increased communication between law enforcement and service providers. A group of law enforcement officials and service providers came together to develop safety and security policies for the new resource centers and a guide for municipalities on working with unsheltered populations. Monthly meetings are now held with all resource center operators and the respective law enforcement agencies to discuss best practices and coordinate solutions.

Officers regularly contacting those who are unsheltered and experiencing homelessness can become frustrated with limited options for addressing the needs of the vulnerable. Law enforcement officers also have a wealth of information that can be helpful to service providers. The U.S. Interagency Council on Homelessness recently

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Utah Highway Patrol Outreach troopers attending a sobriety event.



U.S.-wide research shows housing and peer support are effective in reducing recidivism and improving long-term stabilization.

released a guide that supports strengthening partnerships between law enforcement and homelessness service systems. The resource guide offers suggestions for better coordination.

4. Officer Training and Engagement

Officers who are well trained, supported, and genuinely want to make a difference are most effective in serving vulnerable individuals. A task force on policing vulnerable populations found,

The most effective officers are those who are trained to read all varieties of people, situations, and circumstances and to adapt accordingly. Adaptive approaches are especially important for policing vulnerable populations.

Early in the operation, individuals with abscesses from drug use and poor health were prevalent in the area. One man explained he was arrested by a trooper but refused at the jail due to his abscess. The trooper arrested him a second time a few days later. This time, the trooper had made prior arrangements for medical treatment. He was then booked into jail where he was offered enhanced treatment opportunities through the operation. He accepted help and was given treatment. A year later at his Operation Rio Grande drug court graduation, he was able to tell his story and thank the trooper for his dedication and persistence.

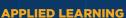


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Many other stories and examples of dedicated officers demonstrate that engagement and adaptability to individual circumstances can truly make a difference. Many individuals receiving treatment have expressed their appreciation for the improvements to the environment and the help received from law enforcement.

5. The Need for Political Leadership and Support

Addressing the needs of vulnerable populations requires engagement and support at the highest levels of government. Political leaders were critical to the success of Operation Rio Grande. Leaders from both political parties, at a state and local level, set aside differences to address a complex, difficult challenge. They coordinated with stakeholders and set the vision. Leaders then provided the necessary resources and support. When controversy or criticism arose, political

leaders backed the operation, including law enforcement efforts. Political leaders who have vision and are supportive are key in solving difficult challenges that lead to real improvement and lasting change.

CONCLUSION

While there is still much to be done for Utah's vulnerable populations, much good has resulted from Operation Rio Grande. While too many still face homelessness, addiction, and mental health challenges, awareness of the problem, treatment options, and affordable housing capacity are growing. While too many still face criminal justice sanctions, diversion programs are available and growing. While crime still occurs there, the Rio Grande District is much safer today. While more can be done to align criminal justice and crisis delivery systems, coordination and information sharing are better than ever.

As Utah transitions from Operation Rio Grande to a new homelessness service delivery model, continued stakeholder coordination and a sustained effort are critical. Utah will continue to find solutions and support its most vulnerable in the years ahead. O

IACP RESOURCES

- Practices in Modern Policing: Policing in Vulnerable Populations
- "Reducing Crime and Disorder through Collaborative Community Engagement" (blog post)

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 "Research in Brief: The Use of Place-Based Policing Strategies to Reduce Violent Crime in Chicago Neighborhoods" (article)

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MULTIDISCIPLINARY ENVIRONMENTS and the

POVER OF COLLABORATION





Strengthening Community Safety through Police, Financial Sector, and Government Partnerships

IT IS SAFE TO SAY POLICING HAS CHANGED DRASTI-CALLY OVER THE SPAN OF THREE CENTURIES. Anyone close to the science of policing will explain that this change has been codriven by emerging populations and technology. Sizing up the role of both has been subject to countless opinions, research papers, and political commentary. Policing, in the end, must not only serve the people, but must also be seen to serve them with their participation and consent.

In the 19th century, Sir Robert Peel gifted policing with his principles and a framework within which modern police commanders craft their agencies' strategies to make their communities safer and their officers more effective and accountable. Peel's principle "that the police are the public and the public are the police" was a clarion call that police partnerships with other entities (i.e., the people) were not only desirable but critical to agency mission. Police partnerships with people and other entities are not new. The field has seen countless efforts between the police and communities and other agencies with varying degrees of success. Neighborhood Watch, D.A.R.E., and Crime Stoppers, just to name a few, have robustly engaged people and agencies to ensure safer communities and enhance communities' feelings of safety.

In the 21st century, the value and impact of data cannot be understated. There has been an explosion of data this century that renders 20th century comparisons obsolete. As commodities go, data are the most valuable in the world today. Those who have access to data and can leverage and exploit the information will succeed where others won't. When Winston Churchill said, "The empires of the future are the empires of the mind," he foresaw a time when the physical world would be less relevant due to the march of progress and technology. Advances in technology before, during, and after the Second World War, when he was a seminal figure, were unheard of until that time in human history.

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Good communication could be the difference between life or death.







The connected world has long since washed over society and forever changed it. The police, other government agencies, and private-sector actors have adjusted and are constantly trying to leverage resources, organizational design, and data to refine performance and goals. What has changed the policing paradigm is access to data and how the police are valiantly realizing capabilities and possibilities when it comes to leveraging the data with limited resources.

FINANCIAL CRIMES

This exercise is no more important than when it comes to financial crimes and the burden these crimes place on communities and police. As a crime, fraud accounts for approximately 3.9 trillion dollars annually in losses worldwide. One could argue that the 20th century burglar stole from people by going through their basement windows, whereas the 21st century burglar is mining data from people's social media accounts and smart devices. Why would a criminal get caught coming out of a house when he or she can anonymously break into more damaging areas of people's lives and take their identities without leaving a trace?

Enter the emerging phenomenon of financial institutions, government agencies, and police working together to buttress community safety in this perplexing and connected world. At the root of most crimes is a financial purpose. Whether the specific crime is robbery, drug trafficking, prostitution, murder (in some instances), theft, fraud, or counterfeit schemes, the end goal is to make and launder money.

Although money isn't the root of all evil, it certainly has a huge stake. Police cannot singlehandedly solve and mitigate these crimes, but they have taken leadership in the efforts to do so.

Project Protect: Human Trafficking

When it comes to the trafficking of humans, organs, wildlife, or fentanyl, law enforcement does not necessarily have a sufficient line of sight to succeed alone. Enter some extraordinary people with a desire to combat these crimes. One fateful day in 2015, Peter Warrack, then a director at the Bank of Montreal's anti-money laundering team, was attending a bankers meeting where he heard Timea Nagy, a survivor turned activist against human trafficking, challenging banks to do more to stop this horrible crime. Her challenge was accepted, and Warrack proceeded to become one of the principle architects of an effort called Project Protect. Over the course of many months, a framework was constructed in Canada that saw a unique alignment of law enforcement, financial institutions, and the Canadian Financial Transactions and Reports Analysis Centre (FINTRAC).

This effort would later be described as an intelligence continuum. For their part, banks monitored media reports of persons arrested and charged with human trafficking. They then conducted a detailed analysis of how these persons behaved financially and created workable data models and typologies with which they could scan their account and transactional systems for other potential human trafficking networks. In the event these robust transaction monitoring



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When it comes to the trafficking of humans, organs, wildlife, or fentanyl, law enforcement does not necessarily have a sufficient line of sight to succeed alone.

> models revealed other activities indicative of human trafficking, banks filed suspicious transaction reports to FINTRAC for further analysis and assessment. In this part of the continuum, FINTRAC would, when warranted, provide law enforcement with intelligence reports from aggregate reporting from numerous financial institutions. This cycle ensured police had the intelligence they critically needed to identify these horrific human trafficking networks while ensuring information sharing within the matrix was aligned with privacy laws and requirements.

> In short, prior to this intelligence continuum, police relied upon such sources as Crime Stoppers, informants, and other more traditional forms of detection that didn't have the benefit of enhanced and data-driven intelligence. Police went from having a one-dimensional view of human trafficking in their jurisdictions to a three-dimensional view of a crime that results in millions enslaved worldwide. Now, in 2019, police in Canada are armed with leading-edge intelligence provided through an effective and secure framework and are swooping down on these unsuspecting criminals. Communities expect nothing less of all parties in this effort.

Project Organ: Organ Trafficking

Although Project Protect is the seminal and enduring effort of these unique partnerships, this framework has applicability to other crimes. A more recent adaptation of Project Protect began in earnest at the beginning of 2018. That effort was aptly named Project Organ and, as evidenced by its name, sought to create a framework to identify and report instances of illegal organ trafficking in Canada and

beyond. As with many other crimes, organ trafficking has a transnational aspect to it. Transnational crimes that seek to move money anonymously are incredibly difficult to detect, let alone take action against. Organ trafficking is a tragic phenomenon in which individuals are robbed of their organs through brutal means or are forced to give up an organ to help feed their families. Concerned by both human and organ trafficking, the Catholic Church, through the Pontifical Academies of Sciences and Social Science. has commissioned numerous events, scholarship, and support to help police, governments, and financial institutions combat these crimes.

Although in its infancy, Project Organ is actively engaging police across Canada and beyond, nongovernmental organizations (NGOs), and financial institutions to use this framework to develop intelligence and data to assist in the detection of this crime. This effort is leveraging lists of entities, medical professionals, and other facilitators suspected of organ trafficking in many parts of the world. These lists are analyzed and assessed by the project members, whereupon workable intelligence is developed and forwarded to police through FINTRAC and other international financial intelligence units.

Project Chameleon: Romance Scams & Project Guardian: Illicit Fentanyl

Two other efforts in Canada are Project Chameleon (romance scams) and Project Guardian (illicit fentanyl detection). As evidenced by FINTRAC's recent operational alert on romance scams, this crime continues unabated around the world. Resourceful

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criminals, leveraging data gleaned through social media platforms and simple email lists, prey on the trust and romantic aspirations of both the young and old for their money. Project Guardian, perhaps due to the decentralized and disparate nature of involved persons and distribution networks, will be a prolonged effort to try and assist police in the detection of illegal fentanyl traffickers. Both efforts are critically needed as the police continue to devote time and resources to combating these crimes.

Wildlife Trafficking

Another example of the acute need for these partnerships centers around illegal wildlife trafficking. Now ranked as the fourth largest criminal enterprise worldwide, this activity was long considered an environmental crime and nothing else. Through advocacy (including

that of the British royal family), scholarship, and activism, this phenomenon is considered not only an animal cruelty act and an environmental issue, but also a financial crime due to the illegal flow of funds involved. Environmental groups, NGOs, national governments, law enforcement agencies, conservation authorities, and financial institutions are teaming up to stop the flow of precious animals, fish, and plants that is increasingly damaging the planet's fragile environment. If left unchecked, illegal wildlife trafficking will lead countless species into extinction, including, for example, the majestic savanna elephant. More importantly, this criminal act is rendering many environments unsafe by depriving them of critical species. Community safety means many things beyond what many people may consider traditional. In this instance, police are but one aspect of a global effort. Absent these multidisciplinary partnerships, lasting and effective solutions will never be found.





CONCLUSION

In and of themselves, partnerships such as the ones featured herein do not necessarily mean they will always work or be successful. Measuring success can be a complicated endeavor when comparing "before and after" crime data, and because of time and space limitations, this aspect cannot be substantively addressed here. But measuring success can also come through other avenues. Asking the police if they would have detected human or organ trafficking, illicit fentanyl trafficking, or romance scams without the combined intelligence muscle of financial institutions and financial regulators most likely ends with a predictable response. Not only do police investigators understand the value of partnerships, but they also see firsthand their own limitations.



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From a criminological standpoint, public-private-sector partnerships can be a thunderous addition to crime prevention and community safety. In groundbreaking work in 1979, professors Lawrence Cohen and Marcus Felson created what became known as the routine activity theory. Felson and Cohen theorized that a crime could occur if there was a suitable target (e.g., victim), the absence of a capable guardian (e.g., police), and a motivated offender. Through inductive reasoning, one could conclude that if the offender wasn't sufficiently motivated, the victim wasn't necessarily suitable, or there was a capable guardian watching, then the crime theoretically wouldn't occur or wouldn't be completed. Granted, there are countless variables present, but the lesson has value when considering the effectiveness of these partnerships.

Assuming there will never be a shortage of motivated criminals and suitable targets (victims), all elements of society must concentrate their collective efforts on solidifying and building on capable guardianship. Oftentimes, the police have been the sole "unsleeping sentinels" serving as the guardians. By leveraging the powerful intelligence and data capabilities of private-sector actors like financial institutions and that of public-sector entities like FINTRAC, the police have a better chance of success. Police officers are natural leaders and are positioned as the first and last line of defense to keep communities safe. In a world entirely reliant on data and connectivity, the ability of police officers to maintain that mission is becoming increasingly difficult and taxing their resources. Crime in the 21st century is increasingly looking unlike crime in the 19th or 20th centuries with every

passing year. In the spirit of "the police are the people and the people are the police," public–private-sector partnerships need to become the norm, as opposed to the exception. Our communities deserve the very best, and Sir Robert Peel's vision of partnership and inclusion must light the way. O

IACP RESOURCES

 Public Private Partnerships: What Every Chief Needs to Know

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- "Community Capacity Building and Partnerships in Action" (article)
- "Police and Faith Communities: An Opportunity for Partnership" (article)

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The Benefits and Limitations of 5G for Law Enforcement

BY

Michael Burridge,
Director of Business
Development Public Safety, Sierra
Wireless, and Craig
Allen, Vice Chair, IACP
Communications and
Technology Committee

WHY IS 5G IMPORTANT TO POLICE?

Police departments' most valuable resource is officers' time. Maximizing officers' time, then, must be a top priority of any list when spending money on technology. Therefore, for 5G technologies to be a valuable investment for law enforcement, they must be a force multiplier of officers' time, reducing time tomorrow to far below time spent today on similar activities, while increasing officer safety, providing others access to situational awareness, and enhancing department-wide command and control of an increasingly complex work environment.

Time is money—and, of course, 5G will be faster. Some envision 5G being around 10 times faster than 4G, as was the case with previous evolutions from 1G, to 2G, to 3G, to 4G. This next generation of communications technology (5G) can expand and enhance non-voice communications like texting and sharing live videos far faster than today's technologies. Many see these as prime growth areas in communications, providing more robust information streams using nonverbal formats.

Technology has always influenced how police work is done, from collecting information, to handling and processing evidence, to filing reports—the list of old processes replaced with

technology is long. Leaders must see into the future to maneuver organizations and envision where the next new technology will take their agencies. How will faster and more robust flows of information and assimilation of intelligence and information as promised in the Internet of Things change law enforcement? The 5G network is the new highway for most of that information to travel on.

ENHANCING OFFICER SAFETY AND OPERATIONS

An expansion of resources available to officers prior to call arrival, either directly or through resources like fusion centers or departmental video review, will be facilitated by 5G. Having pre-arrival information about the many aspects of a call increases an officer's ability to prepare tactically and mentally for upcoming possibilities, and 5G will provide this additional information or intelligence in almost real time.

Another element of officer safety, situational awareness, can also be improved by 5G through increased visibility to other officers in the vicinity and enhanced flexibility for sharing information in real time. Having a view of what is about to happen—viewing the next traffic stop or body camera in real time—will allow backup to make

better decisions about how to position

themselves to provide aid.

Command and control will also improve, first through additional hardware and software procurements as leaders choose which features, functions, and services they prefer in deploying new technologies. A leader's ability to manage who communicates, what information is shared, to whom it is shared, and under what circumstances, provides better control of situations. Additionally, access to real-time video feeds from multiple car cameras; body cameras; and even private sector cameras, where available, will help deploy public safety resources more effectively. The advancements of 5G will expand the definition of communications interoperability by adding additional platforms through which law enforcement can communicate.

LIMITATIONS OF 5G

The advent of 5G represents an evolution in technology over 4G, with the capability to move data faster, getting much closer to real-time information transfer than previously available. However, even 5G has limits, including the distance that a 5G signal can travel before degradation. Physics still applies in 5G; different frequencies penetrate



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New technologies bring intended and unintended consequences, some amazingly valuable and others devastatingly expensive.

"

some objects better than others and travel greater distances than others.

Also, 5G will not necessarily provide better coverage, as coverage depends on materials (e.g., distance from antenna, concrete, vegetation) between an antenna and subscriber unit and the frequency being used in a particular area.

To get the wider bandwidth needed for 5G, the Federal **Communications Commission** has to allow the use of available spectrum and that available spectrum typically has a short coverage distance and rapidly degrades over distance (measured in feet, not miles). Thus, 5G transmitters and receiver antennas will need to be strategically positioned very close together across communities in high-density antenna configurations. A 5G small cell on every light pole, stoplight, and elevated space is a real possibility, unless there is a breakthrough in transmission distance created by equipment not yet developed.

BENEFITS AND RISKS OF EARLY ADOPTION

Why should a police agency consider 5G when 4G is still so new? To upgrade or not to upgrade is a judgment call. Many organizations jumped on the broadband wireless infrastructure build-out opportunity a few years ago. For some, it worked out; for others, it did not. Now the broadband infrastructure appears to be settled with FirstNet driving innovation and roll out. As with any new technology, innovators and early adopters have more control over deployments in their areas while late adopters sometimes have more reliable and stable software and hardware. New technologies bring intended and unintended consequences, some amazingly valuable and others devastatingly expensive.

No one knows what new laws will bring or how the public will perceive the increased abilities 5G will offer. With some communities taking a hard stance against facial recognition or video recording, advancing technology too quickly can put community-police relations in peril. Less than a year ago, in Los Angeles, California, a project was held up over health concerns of 5G equipment. These topics can be expected to reemerge. It remains to be seen how these and other unforeseen issues will play out in courts or in public opinion.

The new 5G broadband will not be a replacement for existing technologies, but an addition

to many current services. Cost of operation will be a factor for some departments in entering this 5G space. The slower the adoption by public safety, the slower the coverage will expand and the greater the possibility that vendors will move out of "public safety grade" equipment to focus on "commercial grade," offering a greater return on investment.

Although 5G has its strengths (speed, data capabilities, connectivity advantages) and its weaknesses (coverage issues, regulations, data volume), the future is bright for new equipment to be brought quickly to market that may be able to mitigate any glitches. While the path 5G will take into the future is not entirely clear, it's safe to say that it's not the last evolution in wireless technology. This is an exciting time for technology and those with an appetite to try something new, if their budget and risk tolerance are up for the challenge. O



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These are just a few of the items drug traffickers use to move illegal narcotics across borders and around the world. And that is to say nothing of street-level dealers and their customers, both of whom can endanger other people and communities in any number of ways.

Narcotics are a big business in the United States. Data from the RAND Corporation show that drug users spend a combined \$100 billion each year on cocaine, heroin, marijuana, and methamphetamine. According to the National Institute on Drug Abuse, 130 people in the United States die each day due to opioids alone. As the law enforcement community knows all too well, new-generation opioids like fentanyl and its derivatives are incredibly potent, with the ability to cause overdoses in amounts akin to a few grains of salt.

A high demand for narcotics, combined with an increased ability to conceal them, creates a perfect storm. Dealers and traffickers are endlessly creative in finding ways to stay a step ahead of law enforcement. Fortunately, several companies are working to help the police keep pace.

Various state-of-the-art technologies are designed to help police detect drugs even in tiny amounts—as well as identify the individuals who endanger others by driving or taking other risks while impaired on these substances.

"The opioid crisis, and fentanyls in particular, have had a significant impact on drug enforcement," said Kerstin Barr, a senior product manager at 908 Devices. "Not only are drugs more toxic, they're seen at much lower concentrations than traditional drugs of abuse. Operators need the capability to identify fentanyl and other opioids at true trace levels, whether as invisible residue on a scale or on the outside of a package or simply a very low concentration of a drug in cutting agents."

NEW DRUG DETECTION TECHNOLOGIES

A sheriff's office determined that dealers were crushing Tylenol tablets, mixing in less than 1 percent fentanyl, and then re-pressing the material into its original shape. But, thanks to a new device, officers caught on to the practice and responded accordingly.

This speaks to the challenges facing law enforcement when it comes to narcotics—powerful drugs in small concentrations, with new derivatives always in the works and with new cutting agents and strategies, all looking to stay ahead of the police.

The device that helped the sheriff's office uncover the fentanyl-Tylenol operation is the Griffin G510, a device created by FLIR Systems, a well-known provider of thermal imaging cameras and other "sensing solutions" for a variety of sectors including law enforcement, based in Wilsonville, Oregon.

According to company officials, the Griffin G510 goes beyond the basics. "There exists a wide range of response tools used for detecting 'white powders,'" said Dennis Barket, FLIR's vice president and general manager. "Some detectors indicate the presence of a single drug. On the other end of the spectrum, the Griffin G510 specifically confirms the identity of the drug or drugs, including mixtures, so responders know with certainty the extent of a drug hazard, including what steps to take for remediation or even the intelligence needed to pursue prosecution."

Another device provides a level of flexibility that can help law enforcement stay responsive to new threats in the field. The MX908, created by Boston-based 908 Devices, leverages a technology called high-pressure mass spectrometry to detect not only the drugs themselves but the underlying molecules that form the building blocks of every drug. The technology is highly sensitive and can identify synthetic opioids such as fentanyl and carfentanil, as well as their many derivatives, even when they are

contained in heavy concentrations of cutting agents.

"By analyzing the base molecule—the backbone of the drug—MX908 can detect more than 2,000 fentanyl analogs, regardless of whether the specific compound is on the target list," Barr said. "Given the high toxicity of select fentanyl compounds, this information increases responder and community safety and provides future-proofing against synthetic variants... MX908 provides fast, accurate detection and identification of drugs and other high-priority targets, helping to inform further investigation and secure probable cause."

Manufacturers are placing a premium on speed, with the MX908 able to return results in about 60 seconds. Speed is also one of the distinguishing features of the testing kits offered by IDenta, a company based in Hollywood, Florida. Each kit is designed to test for just a specific category of drug—cocaine, for example—but can render results immediately.

"You will get the answer quick," said IDenta CEO Amichai Glattstein. "Our kit compared to others is a little bit different. It's extremely safe, and you find out very quickly what drug you are dealing with."

Another leading tool in the field is TruNarc, a handheld narcotics analyzer created by Massachusetts-based Thermo Fisher Scientific. The device allows law enforcement professionals to identify roughly 250 drugs in a single test, including cutting agents and precursors, thanks to the device's expansive drug library.

"It can identify narcotics and their precursors with results within seconds," said Ginger Xu, product manager in the company's field and safety instruments division. "These are the most high-priority drugs that are out there right now."

PRACTICAL BENEFITS

For Dick Studdard, the issue of stopping impaired driving is personal. Decades ago, a good friend was killed by a drunk

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driver, who subsequently went free because of inadequate evidence.

Studdard is also the cofounder of Ocular Data Systems, based in Pasadena, California. That's the company that developed DAX, a device that manually assesses the eye movements of a given subject to determine not only impairment, but also the substance causing that impairment.

"We have tests at the roadside for alcohol but not drugs," Studdard said. "It can be complicated to test for drugs. There are hundreds of depressants, for example. So we have to look at impairment at the roadside and record that information... All substances that impair driving affect the eyes. Eye science can tell you a lot about the body."

The device uses established science to assess eye movements, and the evidence can help lead to plea deals. That, in turn, can serve as a force multiplier for understaffed agencies.

"We're short on law enforcement officers, and we need them on the street," Studdard said. "If they have to spend time in court, that's less time on the street. This helps keep officers from having to spend all their time in court."

Many devices also help with the prosecution process by ensuring the data that they collect and report are admissible in court. This can include easy documentation.

"Results [from the MX908] include identification by name and CAS number as well as chemical composition, commercial and nefarious uses, and more," Barr said. "Reports can also be exported for reporting or further analysis."

Other solutions can help agencies that are looking to streamline their budgets. One example is CrimeCenter Software, an investigative case management software solution developed in Newark, New Jersey.

Although the software handles more than strictly narcotics-related issues, according to company officials, it can help gather the kind of public information that can ultimately be critical to any narcotics case—all in a web-based solution that, at \$295 per month, can save up to 60 percent over similar solutions.

"Most narcotics cases start with a tip," said Mike Cunningham, CrimeCenter's operations manager. "This has a public-facing web form so agencies can solicit those tips from the public. There's less of a chance of something falling through the cracks."

EASE OF USE

User-friendliness is always a priority when developing a device for law enforcement professionals. Aware that police end-users are strapped for time and do not always have the capacity for extended training, companies making narcotics testing devices have designed the technology to be easy to use.

From the Griffin G510 to the MX908, most devices are handheld and intuitive—so simple to operate that it can belie the complex technology underneath.

"We receive a lot of questions about the FLIR Griffin G510 ease of use," Barket said. "The FLIR Method Selector Wizard software on the device prompts users and guides them through sample TruNarc, a handheld narcotics analyzer device, allows law enforcement professionals to identify roughly 250 drugs in a single test.

introduction. Results are delivered through an intuitive, color-coded alarm screen. The drug identity is clearly visible in list format. In short, we've developed the Griffin G510 to be used by first and expert responders... Because it's portable, we are providing this capability right at the point of sample collection. It's essentially a lab on the go."

Similarly, the MX908 can be used by virtually anyone and with minimal instruction time. "The actual operation is easy," Barr said. "You swab the surface of interest, and it's essentially vaporizing the sample."

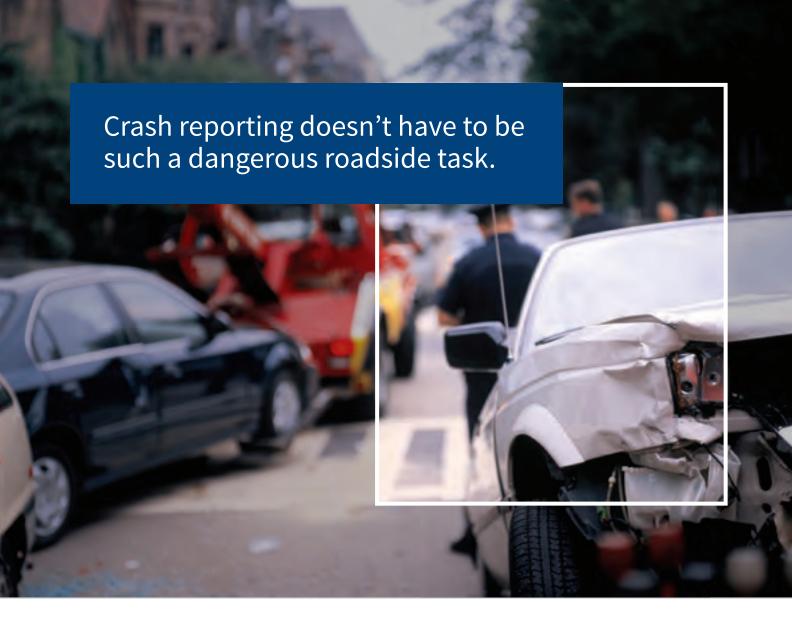
TruNarc is also very simple to use, allowing officers to concentrate on the case rather than the machine. "It's an interactive interface, and it's only three buttons," Xu said.

As law enforcement continues to combat drug trafficking, sales, and use in order to protect their communities, userfriendly, efficient, and accurate drug detection and analysis tools in the field can be game changers. O

SOURCE LIST

For contact information, please visit Police Chief Online: policechiefmagazine.org

- 908 Devices
- CrimeCenter Software
- DetectaChem
- · FLIR Systems, Inc.
- · IDenta Ltd.
- · LETS Corp.
- · Ocular Data Systems
- Rigaku Analytical Devices
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High Visibility Shield

The Safariland Group, a leading global provider of safety and survivability products designed for the public safety, professional, and outdoor markets, offers a clear type IIIA shield allowing see-through visibility for the officer. The PROTECH Tactical Hi-Viz Shield, made of a polycarbonate composite, allows officers life-saving ballistic coverage for the

head, neck, and upper chest area by providing maximum visibility from a wide perspective, which is critical when approaching blind spots such as vehicle windows, doors, and attics. The shield is offered in three sizes and cuts—1224, 1224T, and 924—that can stop 9mm and .44 Magnum LSWCGC rounds for five impacts.

www.safariland.com/safariland-body-armor



3D GPS Location Services

Orion Labs, Inc., provider of instant and secure voice and location communication across a constellation of connected devices, applications, and Al-powered services, announces Advanced Location Services, the first high-accuracy, carrier-independent 3D location platform, delivered

using Polaris Wireless. This service is a solution to knowing exactly what floor a team member or 911 caller is located on, accurate to a three-meter distance. With Advanced Location Services, Orion provides public safety agencies with pinpoint location, both indoors and in high-rise buildings, with floor-level and room-level accuracy. The integration delivers enhanced situational awareness and improved operational efficiency in GPS-deprived environments by tracing the location of Orion managed devices.

www.orionlabs.io

First responders deserve the best



POLICE CHIEF keeps you on the cutting edge of law enforcement technology with monthly product announcements. Items about new or improved products are based on news releases supplied by manufacturers and distributors; IACP endorsement is in no way implied.



Camera Mount Options

Kustom Signals, Inc. presents an interface to the Peter Jones Klick Fast Mounts. Vantage body-worn cameras come standard with a rugged spring clip designed to withstand

rigorous law enforcement work environments. The molle, epaulette, and garment mounts give officers the additional flexibilities of mounting anywhere on the uniform shirt, vest, or jacket. Officers on bike patrol have a handlebar option as well. The mounts require a custom designed Klick Fast Stud. Kustom Signals' integration with the Peter Jones Klick Fast mounting system further expands the selection of rugged (MIL-STD 810G) mounting options available for the Vantage body-worn camera.

www.kustomsignals.com

Rugged Smartphone

Kyocera International, Inc., the leader in rugged mobile solutions, announces that its military-grade DuraForce PRO 2 has been added to its devices available through AT&T. Designed for public safety and enterprise use, the 4G

LTE Android smartphone boasts IP69 waterproof and dustproof certification and Military Standard 810G for protection against extreme weather conditions. The DuraForce PRO 2 supports HD Voice and Wi-Fi calling with a 3240mAh Li-Ion battery, Qi wireless charging, and USB Type-C fast charging. It has double the ROM/RAM of previous versions and has three cameras, including a 13MP rear, 5MP front, and wide view 4K action cameras.

www.kyoceramobile.com/duraforce-pro-2



Camera Docking Station

PRO-VISION Video Systems, the leader in

mobile video technology and software for law enforcement, introduces the Single-Camera Dock Station for its BODYCAM BC-300 body-worn camera. The new docking station features specifically designed pogo pin connectors that last for a million connection cycles, are more durable, and allow for faster video upload. Users can also connect the docking station to the mobile data computer in their vehicles to upload videos while on the scene. With the ability to easily move the device, the BODYCAM Single-Camera Docking Station combines unrivaled flexibility with industry-leading product design to make it reliable, simple, and affordable.

www.bodycameras.com



Fleet Management Solution

Verizon Connect has released its latest workforce management solution for fleets for federal, state, and local governments: Verizon Connect Government. The technology is designed to meet the specific workforce management needs of government customers, including vehicle inspection automation, asset visibility and management, and tools designed to simplify and streamline processes, helping improve work experience for workers in the field. Verizon Connect Government can help maximize vehicle uptime; improve driver safety; and monitor vehicles, assets, and worker activity with the Verizon Connect Spotlight mobile companion application. Customers can also opt to take advantage of multiple key enhancements such as high-precision tracking and interagency real-time vehicle location sharing.

www.verizonconnect.com

Crime Scene Tool

ShotSpotter, Inc., the leader in gunshot detection solutions that help law enforcement officials identify, locate, and deter gun violence, launches the Investigative Lead Summary. This new crime scene tool can change the way law enforcement initiates gun crime investigation. The tool provides



valuable data on the location, sequence, and timing of each round fired in a gun shooting incident and is designed to enable investigators to conduct better interviews of witnesses, suspects, and victims. The detailed report is available from the mobile, web, or desktop versions of the ShotSpotter Respond app to assist officers on scene responding to a gunshot alert.

www.shotspotter.com



Surveillance Camera System

The Department of Homeland Security Science and Technology Directorate (S&T) developed a new technology to make immersive surveillance a reality in congested locations. S&T's Immersive Imaging System has been recognized for its 360-degree, single-vantage-point surveillance capability that stitches many perspectives into a single image. The system collects visual data that can identify an individual's face at distances up to 100 meters in all directions. Offering high-resolution images, the system provides full scene situational awareness of areas of interest with rapid forensic capabilities and real-time actionable data analytics.

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www.dhs.gov

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YOU'RE 25 TIMES MORE LIKELY TO DIE FROM A HEART ATTACK OR STROKE THAN FROM THE VIOLENT ACTIONS OF A SUSPECT

As a police officer, your life expectancy is almost 25 years less than the lives of the civilians whom you serve and protect. However, this is not a product of the actions of criminals, accidents, or even a result of poor mental health. It's a product of the fact your chances of dying from an often preventable heart-related illness is at least TWENTY FIVE times more likely than being killed by the violent actions of a perpetrator. From an outsider's perspective, this appears to be a massive omission in properly addressing life long police officer resiliency. However, the truth is much more complicated. While there are indeed well intentioned efforts to improve the health of law enforcement officers through activity challenges, step-contests, and upgraded in house fitness facilities, when the basic health statistics are examined across the spectrum of law enforcement, they are clearly missing the mark.

Sigma Tactical Wellness has realized this issue by introducing a process of medical screening that mitigates can officer's risk of developing cardiovascular and metabolic disease. The program focuses on proper detection, education, and the establishment of strategic care plans dictated by each officer's individual needs and goals. Using a 3-pronged approach of advanced lipid profiling, precision nutrition, and cardiac imaging/cardio-metabolic stress testing, Sigma Tactical Wellness has not only identified extremely high risk individuals (often overlooked by the traditional yearly physical), but has also realized a 7.5% reduction in body composition in obese individuals, total rehabilitation from hypertension, and has documented early detection and management of Type-II diabetes, often without medication.

While Sigma Tactical Wellness is leading the charge in treating, managing, and preventing heart disease and metabolic disease in local law enforcement communities, Sigma's Chief Medical Officer, Dr. Jonathan Sheinberg, is currently coordinating with the U.S. Department of Justice to institute a battery of ground-breaking tests designed to isolate individuals at extreme risk of coronary artery disease. Dr. Sheinberg, a board-certified cardiologist, is also a Lieutenant at the Cedar Park Police Department in Texas.

"Basic assessment, often a part of city-wide physical evaluation, doesn't adequately determine an officer's level of risk for developing plaque in coronary arteries. There is a completely different set of tests required for this type of detection, which when used correctly, can completely prevent misidentification of 'atrisk' individuals. This data, in conjunction with methodologies like that of Sigma Tactical Wellness, can totally change the direction of declining health status within the law-enforcement community."

The long-term goal of Sigma Tactical Wellness does not involve just a one-time visit, but rather focuses on identifying high risk individuals, successfully managing known cardiac illness, and preventing early onset heart disease in younger officer populations. This continually engaging process can not only avert the disastrous and often expensive consequences of heart attack and stroke, it can serve to completely eradicate heart disease within any department or agency. Sigma is here and ready to work with you to ensure the immediate and long-term health of your officers.



DAID 2019

1,172
ATTENDEES

3
COUNTRIES

44
EDUCATION SESSIONS
AND PRESENTATIONS

EXHIBITORS AND SPONSORS

The Annual IACP Training Conference on Drugs, Alcohol, and Impaired Driving celebrated its 25th anniversary conference in Anaheim, California, August 10-12, 2019.

IACP Second Vice President Cynthia Renaud delivered welcoming remarks, followed by a keynote presentation panel composed of retired Los Angeles Police Department Sergeant Richard Studdard, IACP **DECP Project Manager Chuck** Hayes, NHTSA Regional Project Manager Sandy Richardson, and NHTSA Deputy Administrator Heidi King. The keynote presentation was an educational journey through the history of the Drug Evaluation and Classification (DEC) Program, celebrating its 40th year of delivering solid evidence against drugimpaired drivers.

Following the keynote presentation, Mr. Jermaine Galloway provided cutting-edge information regarding obvious signs of drug use and concealment methods in his presentation High in Plain Sight. This year featured six tracks of educational content, for attendees to choose from, including a law enforcement executive track. This new track featured important command-level management practices for successful impaired driving enforcement and utilization of drug recognition experts. Other tracks included prosecutor; toxicology; general traffic safety; and, of course, impaired driving enforcement.

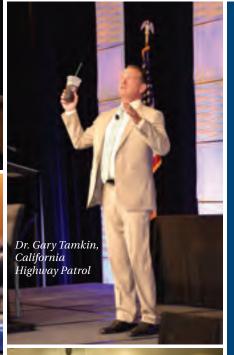




















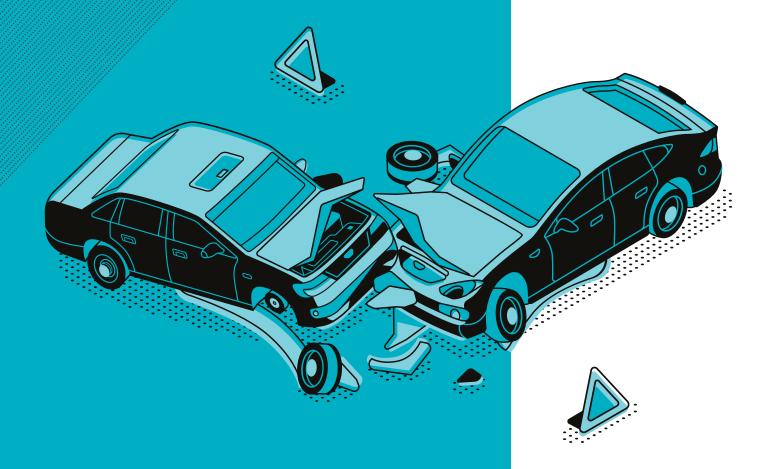
ABOUT THE DAID CONFERENCE

The DAID conference is the largest international training conference for drug recognition experts, law enforcement, toxicologists, prosecutors, and traffic safety practitioners to learn, connect, and develop stronger strategies to reduce drug- and alcohol-impaired driving. It features a mix of plenary sessions and concurrent workshops that are designed to keep attendees up to date on the latest practice and science of impaired driving with a focus on drug impairment detection and recognition.





Kent Kiser, Freelance Writer, and Jerry Sjogren, Safety Director, E.L. Harvey & Sons



COMBATING DISTRACTED DRIVING

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Passenger car drivers talking on a cellphone are up to

4X

more likely to crash, while those who text are up to

8X

more likely to crash, according to the AAA Foundation for Traffic Safety.

Commercial motor vehicle drivers who text while driving are

23.2X

more likely to be involved in a crash, nearcrash, or unintentional lane deviation.

DISTRACTED DRIVING ISN'T A NEW HIGHWAY SAFETY PROBLEM. "WE'VE SEEN PEOPLE DRIVING DISTRACTED SINCE THE ADVENT OF THE AUTOMOBILE," SAYS CHIEF DANIEL SHARP OF THE ORO VALLEY POLICE DEPARTMENT (ARIZONA) AND CHAIR OF THE IACP HIGHWAY SAFETY COMMITTEE. Behind-the-wheel distractions have always included behaviors such as eating, drinking, smoking, grooming, and interacting with others in the vehicle. More recently, drivers' use of cellphones and advanced in-car technologies has exacerbated this longtime problem. Passenger car drivers talking on a cellphone are up to four times more likely to crash while those who text are up to eight times more likely to crash, according to the AAA Foundation for Traffic Safety. Commercial motor vehicle drivers who text while driving are 23.2 times more likely to be involved in a crash, near-crash, or unintentional lane deviation.

This dangerous technological trend, in turn, is making highway safety a tougher job for law enforcement officers. "Traffic safety is public safety," Chief Sharp says. "As we've seen distracted driving become more of a contributor to crashes, we consider it a high priority to address that trend and change that behavior." As Lisa Robinson, Senior Program Manager for the National Safety Council (NSC), adds, "Distracted driving crashes are 100 percent preventable. It's all about driver behavior." Changing such behavior is challenging and requires a coordinated strategy that includes legislation, public education, enforcement, and technology.

QUANTIFYING THE PROBLEM

Besides threatening their own safety, distracted drivers are a danger to everyone else on the road, including pedestrians; cyclists; other motorists; and people working on or next to the road, such as law enforcement officers, emergency responders, and residential waste and recycling employees.

Highway crash, injury, and fatality statistics confirm the dangers of distracted driving. In the United States, the 2,935 fatal crashes in 2017 that involved distraction represented 9 percent of all fatal crashes and resulted in 3,166 fatalities, including 1,832 drivers, 735 passengers, 497 pedestrians, 70 cyclists, and 32 others, according to the National Highway Traffic Safety Administration's (NHTSA's) Fatality Analysis Reporting System (FARS). Notably,

14 percent—or 401—of the distraction-affected crashes involved the confirmed use of a cellphone.

Canadian highway statistics are even more dramatic. Data from Transport Canada's National Collision Database indicate that, in 2015, 22.5 percent of traffic-related fatalities and 28.2 percent of serious injuries in Canada involved distracted driving. "Distracted and inattentive driving is recognized as one of the Big 4 causal factors for deaths and injuries on our roadways," says Inspector Tina Maier, Provincial Traffic Operations, Highway Safety Division of the Ontario Provincial Police (OPP).

What's more, the above figures are likely lower than the reality because, as AAA notes, "It is difficult to detect distraction following a crash, which makes distracted driving one of the most underreported traffic safety issues." Another limiting factor is that "until recently, a lot of crash reports didn't have a box for distracted driving," says NSC's Robinson. Also, in Canada, only four jurisdictions include police reporting on whether a driver's use of an electronic communication device was a contributing factor in a collision.

LEVERAGING THE LAW

Chief Sharp and the Oro Valley Police Department were seeing a "fairly good drop" in the number of fatal car crashes in their jurisdiction—until a few years ago. Then Oro Valley officers noticed a dramatic uptick in fatal crashes, consistent with the proliferation of smartphones. The Oro Valley team started tracking the number of times they noticed drivers interacting with their phones and engaging in other distracted driving behaviors. "Our approach here in Oro Valley—and my focus for IACP—is crash prevention, not crash reduction," Chief Sharp says. "The idea is to identify the behaviors that are contributing to crashes and to stop those behaviors before there's a crash."



Oro Valley's officers recognized quickly that they had a problem with distracted driving related to cellphones. A first step to address the problem was to get a law on the books that would restrict drivers' use of cellphones. In response, Oro Valley enacted a hands-free cellphone ordinance in 2017, in part because a hands-free law is easier to enforce than laws that limit drivers only from texting while driving. "If an officer sees the electronic device in a driver's hands, that's a violation," Chief Sharp says. "We don't have to demonstrate that they were texting, calling, or talking." Beyond the enforcement advantages, Chief Sharp says hands-free laws are more realistic—and more acceptable to legislators-than complete bans on cellphone use in the vehicle.

Currently, 20 U.S. states, the District of Columbia, and three U.S. territories (Puerto Rico, Guam, and U.S. Virgin Islands) prohibit handheld cellphone use for all drivers. In addition, 48 U.S. states, the District of Columbia, and the three territories have laws that prohibit all drivers from texting while driving. And, since teen drivers are particularly susceptible to cellphone-related distracted driving, 38 states and the District of Columbia prohibit teen driver cellphone use and text messaging (though Alabama, Michigan, and Oklahoma allow hands-free use for teens).

Legislators in other countries are also enacting laws to address distracted driving. Ontario, Canada, enacted a law on distracted driving in 2009 and modified it this year to impose stiffer penalties. The law prohibits drivers from using handheld communication or electronic entertainment devices, though they can use hands-free technology as well as mounted devices. For most license holders, the penalties for a first conviction include a fine of C\$615 (if settled out of court), a fine of up to C\$1,000 if a summons is received or if the driver fights the ticket in court and loses, three demerit points, and a three-day license

suspension. The penalties and fines escalate for additional infractions, and novice drivers who hold certain other license types face the same fines, but they receive longer license suspensions. Beyond Ontario, all other Canadian provinces except Nunavut have handsfree distracted driving laws, though the details of each law vary, notes Tracy Shaw, president and CEO of the Canadian Association of Recycling Industries, an industry impacted by distracted driving infractions by both their commercial truck drivers and drivers operating other vehicles on the shared roadways.

Some national governments also have adopted rules to counter distracted driving among drivers of commercial motor vehicles. In the United States, the Federal Motor Carrier Safety Administration (FMSCA) passed a rule prohibiting the use of all handheld mobile devices by commercial truck drivers. Penalties can run up to \$2,750 for drivers and up to \$11,000 for employers who allow or require drivers to use a handheld communication device while driving. Drivers also risk losing their driving qualifications under FMCSA and their state. The distracted driving laws in Canadian provinces, meanwhile, apply to drivers of both passenger cars and commercial trucks.

EDUCATION AND ENFORCEMENT

When Oro Valley implemented its hands-free ordinance in 2017, the police department launched a public awareness campaign to educate drivers about the law, and it intentionally issued no citations during the campaign's first nine months. "Until we had an ordinance that allowed us to stop drivers, there wasn't a lot we could do as far as educating people," Chief Sharp says. "That was the tool we needed to be able to stop people. We were changing behavior. It's not about writing tickets; it's about public safety."

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The OPP uses traffic data analytics to compare its enforcement measures from year to year, and it reports the data to the public.

To educate Oro Valley residents and visitors, the town posted signs at its entry points noting that the community prohibits handheld device use by drivers. Chief Sharp recorded a public service announcement about the ordinance that ran in local movie theaters, and a youth advisory council of students from local high schools recorded its own PSA to reach teen drivers. The local newspaper wrote articles about the ordinance. and the town published pamphlets that explained it. Whenever officers stopped a driver for a cellphone infraction, they gave the person an informational pamphlet.

After the education campaign's initial no-citation period, Oro Valley's officers began issuing tickets using high-visibility enforcement—or HiVE—deployments as well as everyday traffic enforcement. To increase awareness, the department told the community when and where it would be conducting a HiVE deployment.

The OPP has used a similar strategy in Ontario since 2013, conducting two provincial distracted driving enforcement and education campaigns per year. OPP officers also took a different, creative enforcement tactic to counter distracted driving among drivers of commercial motor vehicles, riding in unmarked transport trucks and sprinter vans to gain a better vantage point for detecting violations. In addition, the OPP uses traffic data analytics to compare its enforcement measures from year to year, and it reports the data to the public to raise awareness about the pervasiveness and risks of distracted driving.

In these education and enforcement examples, the police are "trying to convince people that the odds of getting caught are high," says Jake Nelson, director of Traffic Safety, Advocacy, and Research for AAA. "If people believe that law enforcement is serious about the issue, they're less likely to break the law in the first place—and that's the whole point."

Such deployments take time and human resources, but they're worth the effort, Chief Sharp says. For one, the resource demand is small compared with the time and personnel needed to respond to a crash. He is also convinced the hands-free ordinance has helped reduce crashes in his jurisdiction. "We haven't had a fatal crash in Oro Valley in almost two-anda-half years," he says. "We feel there's a relationship there."

AAA's Nelson is less convinced about the cause-effect relationship between hands-free laws and fewer car crashes: "In states that have banned handheld cellphone use, what the research shows is that these laws are effective at getting people to use their phone hands-free, but there's no lasting drop in distractionaffected crashes as a result of it."

Companies, organizations, and government agencies also have initiated public education campaigns to counter distracted driving. Together for Safer Roads, for example, is a worldwide coalition of private-sector companies from various industries with the goal of improving road safety, including addressing distracted driving.

AT&T launched the It Can Wait campaign with the message that distracted driving is never OK. The campaign encourages drivers to make the pledge to never drive distracted, and it offers resources such as presentations, posters, video links, media talking points, a virtual reality experience of the dangers of distracted driving, and a fact infographic.

The U.S. federal government—through NHTSA—has declared April to be Distracted Driving Awareness Month, which pairs a national advertising campaign with a law enforcement crackdown called U Drive. U Text. U Pay. In Canada, 10 of 13 provinces and territories have conducted media campaigns that have included public service announcements and paid advertisements, and 11 of 13 have had



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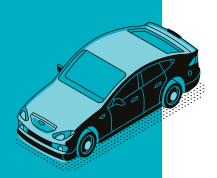
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Technologies—when properly used—have the potential to prevent

40 PERCENT

of vehicle crashes and nearly 30 percent of traffic deaths, according to AAA.

In-car technology is another critical piece of the distracted driving puzzle—one that has the potential to mitigate and exacerbate the problem. web-based educational awareness campaigns and outreach, according to the Canadian Council of Motor Transport Administrators.

Other public education initiatives and supporting legislation seek to reduce distracted driving-related injuries and fatalities in specific industries or occupations, including law enforcement, emergency response, towing, and waste and recycling. All U.S. states, for instance, have a "move over" law. While the language varies by state, they all contain similar requirements. As an example, Hawaii's statute "requires drivers approaching stationary emergency vehicles displaying flashing lights, including tow trucks, to vacate the lane closest if safe and possible to do so (and, if possible, move two lanes over), and slow to a speed that is safe, reasonable, and prudent." The goal is to prevent passing vehicles from hitting the emergency personnel. The National Waste & Recycling Association is working to extend "move over" laws to apply to waste and recycling workers, whom passing motorists frequently hit due to distracted driving and other unsafe driving behaviors.

TECHNOLOGY PROS AND CONS

In-car technology is another critical piece of the distracted driving puzzleone that has the potential to mitigate and exacerbate the problem. On the downside, technology features that increase distractions for drivers, such as advanced infotainment and navigation systems as well as hands-free cellphone features, are continually being added to vehicles. Infotainment systems take drivers' eyes and attention off the road and hands off the wheel for potentially dangerous periods of time. And drivers using in-vehicle technologies like voice-based and touchscreen features were visually impaired and mentally distracted for more than 40 seconds when completing tasks like

programming navigation or sending a text message. Removing eyes from the road for just two seconds doubles the risk for a crash, AAA research shows. In addition, driver frustration from unsuccessful use of these systems increases cognitive demand and the risk for distracted driving.

The other side of the technology coin centers on advanced driver assistance systems (ADAS) and autonomous vehicle operating technology, which are designed to prevent drivers from getting into crashes. Some of these systems, for instance, detect and warn the driver if he or she looks away from the road for several seconds for any reason. Other ADAS steer the car back into its lane if it is drifting or stop the car automatically if the system senses the car is in danger of rear-ending the vehicle in front of it.

On the plus side, such technologies—when properly used—have the potential to prevent 40 percent of vehicle crashes and nearly 30 percent of traffic deaths, according to AAA. If installed on all vehicles, ADAS could prevent more than 2.7 million crashes, 1.1 million injuries, and nearly 9,500 deaths. "With more distractions likely to enter the car, it's so critical that cars and trucks have these assisted automation safeguards built into them," says Jim Olson, senior vice president of safety for Republic Services, a waste and recycling company.

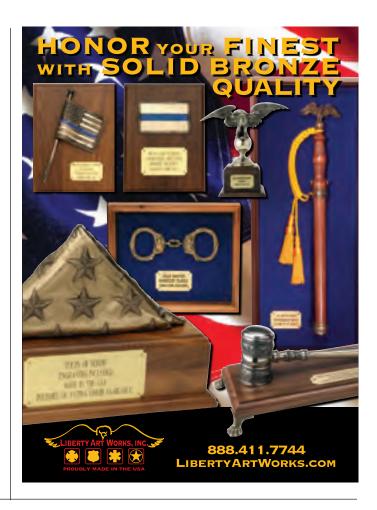
Many companies that operate commercial truck fleets use other technologies—such as onboard cameras—to prevent their drivers from engaging in distracted driving behavior, especially regarding cellphone use. "If our cameras catch a driver using a cellphone while behind the wheel, it's an opportunity for us to coach them and, if necessary, discipline them," Olson says. "We're doing this for their best interest. We don't want them to be involved in a crash and lose their job—or their life."

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Numerous apps, as well as the do-not-disturb feature on many cellphones, give drivers other technological options to block incoming texts and calls while driving, eliminating the temptation for drivers to be distracted. Most such apps are free, and there are options for iPhone and Android devices.

Unfortunately, the lack of understanding or confusion about the proper function of ADAS technologies can lead to misuse and overreliance on them, which could result in a deadly crash. In addition, false expectations for ADAS can lead to the misuse of the technology or an increase in driver distraction. About 25 percent of vehicle owners using forward-collision warning or lane-departure warning systems report feeling comfortable engaging in other tasks while driving, according to the AAA Foundation for Traffic Safety. (A simple guide to vehicle safety features can be found at mycardoeswhat.org.)

Chief Sharp agrees with AAA's concerns regarding driversafety technologies, stating that "drivers might become dependent on them and engage in distracted behavior, assuming the car will take care of them." AAA's Nelson adds that such technologies also run the risk of under-stimulating









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drivers, making them bored or complacent. The bottom line, says NSC's Robinson, is that "you are your car's best safety feature. You cannot rely on something else to keep you safe. Technology is a valuable tool, but that does not absolve you of your responsibility to be in control."

CAUTIOUSLY OPTIMISTIC

Though Chief Sharp is proud of the headway his team has made against distracted driving in Oro Valley, he acknowledges that the problem isn't going away. "I see distracted driving getting worse because all the evidence shows that people are becoming more dependent on their cellphones, not less," he says.

Some hope for solving the distracted driving problem lies in efforts such as the AAA Foundation's current initiative to review the strategies used so far to address distracted driving. After completing its review this year, the foundation plans to convene a national panel of experts—most likely including law enforcement professionals, AAA's Nelson says—to brainstorm new approaches. Then the group will seek opportunities to conduct pilot tests of the most promising ideas.

Despite the ongoing challenges of distracted driving, Chief Sharp is optimistic about solving the problem because previous highway safety initiatives—such as those that promoted seat belt use and combated drunk driving—have shown it's possible to change driver behavior. The ultimate goal, says OPP's Inspector Maier, is for drivers to voluntarily comply with distracted driving laws and for everyone to adopt a zero tolerance for distracted driving. "Unfortunately, using a cellphone while driving is still perceived as a safe and acceptable practice in many countries, including Canada, and this needs to change," she says. "We need drivers, passengers, and the general public to stigmatize distracted driving, just as they have done with impaired driving. If people can help make distracted driving a socially unacceptable behavior, there is no question that our roads will be safer." ♥

IACP RESOURCES

- IACP DAID Conference
- Traffic Safety Innovations 2016: "Distracted Driving: New York State Police" (article)

the IACP.org

"Traffic Safety Initiatives: Tackling Distracted Driving in Washington State" (article)

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IACP 2019 IS ALMOST HERE.

It's time to finalize those travel plans, pack your bags, and plan your agenda!

Each year, the lead up to the IACP Annual Conference and Exposition buzzes with excitement—and then, before we know it, another conference has come and gone. To maximize your experience, we want to make sure you're familiar with all the big-ticket items at IACP 2019, so you don't miss a thing.

MOBILE APP

Don't forget to download the IACP Events mobile app from your Apple or Android app store. This app provides access to the entire IACP 2019 schedule, including events, speakers, and room locations. The program on the app is fully searchable, making it easy to connect with people and find sessions on topic areas

you. Another great feature is the ability to create your own schedule of the events and sessions you plan to attend on each day of



General Sessions

IACP 2019 will kick off on Saturday, October 26. with a welcome from local Chicago dignitaries, the presentation of the Police Officer of the Year award, and remarks by special guest Danny DeVito.

Monday's General Session will include a look back at the past year from outgoing IACP President Paul M. Cell, as well as a look at the upcoming year by current First Vice President and incoming IACP President. Steven Casstevens.

Tuesday's Critical Issues Forum, "Law Enforcement Suicide Prevention: Action on a Global Scale," features a panel of law enforcement leaders from around the globe discussing the important and critical topic of officer suicide, looking at practices, protocols, and prevention strategies to erase the stigma surrounding this issue.

Education Sessions

Across four days, attendees will have more than 200 education sessions to choose from, beginning on Saturday morning at 8:00 a.m. These sessions and workshops span 12 different tracks that focus on specific topics, such as Leadership and Technology and Information Sharing. Some tracks apply to more particular roles in law enforcement, including Legal, Police Psychology, and Public Information tracks (although they are open to all attendees).

Education workshops will provide you with the most up-to-date information from the field and help you broaden your horizons by hearing from police executives around the globe.

EXPOSITION HALL

The IACP Exposition Hall is a true highlight of the IACP Annual Conference. The Expo Hall is an exciting place brimming with cutting-edge products, live and hands-on demonstrations, and opportunities to meet private-sector industry leaders. This year, more than 650 vendors and service providers will be available across more than 180,000 square feet of expo space.

Make sure you stop by to check out the latest vehicles, gear, and technology designed to help police officers do their jobs better every day.

THE HUB

At the center of the Exposition Hall, you will find The Hub. Here, IACP staff will be poised to assist with any conference questions you may have, along with opportunities for education, networking, and professional development. Short 15- to 30-minute education sessions are featured in the Hot Topics Theater, Professional development opportunities include résumé reviews, mock interviews, and media training—advanced sign-up is required. Stop by IACP Central (outside the Expo Hall) or The Hub to check availability. Complimentary professional headshots will also be available on Monday afternoon and

Chiefs Night

Hall hours.

Tuesday during Expo

It's a night at the museum! Join us for Chiefs Night on Monday, October 28, at the Museum of Science and Industry (MSI) Chicago, the largest science center in the Western Hemisphere. With more than 35,000 artifacts, MSI Chicago has something for everyone, law enforcement professionals and family members alike. Witness science come to life through MSI's award-winning exhibits, from Science Storms, showcasing a 40-foot-tall indoor tornado, to the U-505 submarine, the only captured German submarine in the United States. You can also experience the artifacts and vehicles that have been used for space exploration, all while networking with old colleagues and new friends and enjoying hearty refreshments.

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The Collaborative Reform Initiative Technical Assistance Center (CRI-TAC), a program of the U.S. Department of Justice Office of Community Oriented Policing Services, is designed to provide no-cost, customized support to agencies looking to enhance their capacity to understand, respond to, and investigate hate crimes. The CRI-TAC offers customizable solutions, ranging from resource referral to in-person consultations with hand-selected subject matter experts in the following areas:

See our ad on page 53.



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Technology





Visit www.CollaborativeReform.org for more information and to request assistance.

This project was supported, in whole or in part, by cooperative agreement number 2017-CR-WX-K001 awarded by the U.S. Department of Justice, Office of Community Oriented Policing Services. The opinions contained herein are those of the author(s) or contributor(s) and do not necessarily represent the official position or policies of the U.S. Department of Justice. References to specific individuals, agencies, companies, products, or services should not be considered an endorsement by the author(s) or the U.S. Department of Justice. Rather, the references are illustrations to supplement discussion of the issues.

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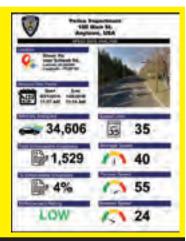
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Amy Durall, Project Manager, IACP THE NATIONAL SEXUAL ASSAULT KIT INITIATIVE (SAKI) SUPPORTS STATE AND LOCAL JURISDICTIONS AS THEY DEVELOP EFFECTIVE APPROACHES TO SEXUAL ASSAULT CASES.

The Bureau of Justice Assistance administers the SAKI program, which aims to ensure just resolution to sexual assault cases through

- a comprehensive and victim-centered approach,
- investigation and prosecution of cases associated with previously unsubmitted sexual assault kits (SAKs), and
- jurisdictional capacity building to prevent unsubmitted SAKs in the future.

As of March 2019, 54 sites used SAKI funding to inventory more than 70,000 previously unsubmitted SAKs. Several factors have led to the current backlog of unsubmitted SAKs, including poor evidence tracking, ineffective investigation practices, inadequate resources, poor understanding of crime laboratory policies, and limited understanding among law enforcement personnel about the value of testing SAKs. Addressing these issues is crucial for improving public safety and supporting survivors of sexual assault.

Through the SAKI Training and Technical Assistance (TTA) program, led by RTI International and in partnership with the International Association of Chiefs of Police and other subject matter experts, SAKI sites can establish data-driven, sustainable practices.

Additionally, the SAKI TTA team has assembled a comprehensive collection of training and resources that are available to the law enforcement community, criminal justice partners, and the public. The following sections highlight the publicly available resources on www.sakitta.org.

SAKI VIRTUAL ACADEMY

Learners can choose from five e-learning curricula that provide guidance about issues related to unsubmitted SAKs. The courses cover SAK testing, the effects of trauma, victim notification, and cold case investigation and prosecution.

SAKI TOOLKIT

Multidisciplinary team members are encouraged to explore the SAKI Toolkit for resources aimed at improving their community's response to sexual assault. The SAKI Toolkit covers the key categories—evidence tracking, investigation, forensics, and engaging victims. Individuals can explore resources and save tools to customizable "briefcases" to share with others.

SAKI WEBINARS

Presentations feature experts with years of experience in sexual assault. The following are two examples of archived webinars.

LAW ENFORCEMENT AND VICTIM ADVOCATES: SUPPORTING SURVIVORS TOGETHER

When victim advocates and law enforcement work together, survivors have a better understanding of the judicial system process and their rights. This webinar focuses on practitioners in each discipline using their expertise and trauma-informed approaches to overcome barriers and promote productive teamwork to support survivors.

UNDERSTANDING CASE CONNECTIVITY—HOW TESTING SAKS CAN LINK CRIMINAL CASES

This webinar explains how case connectivity can be established through SAK testing. The webinar



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also provides step-by-step guidance for organizing and analyzing the data needed to establish case connectivity.

SAKI RESEARCH IN ACTION

SAKI encourages jurisdictions to engage in research related to sexual assault response reform. The research findings can directly inform what law enforcement knows about sexual assault and how agencies respond to it. The following are frequently asked questions about unsubmitted SAKs.

Should policies be focused on "stranger rapists"?

Through a review of data from serial sex offenders linked via DNA testing of SAKs, researchers found that serial sex offenders do not appear to consistently select a certain "type" of victim or even maintain a certain offending pattern. Rather, the driving factor is an opportunity to offend; therefore, a serial rapist will target strangers, acquaintances, and vulnerable individuals. Research from SAKI demonstrates that more than one-quarter of the serial offenders sexually assaulted both strangers and non-strangers.

Why should jurisdictions submit and test all their SAKs?

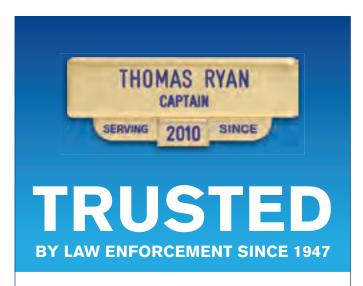
Researchers in Detroit found that 40 percent of SAKs from sexual assaults with non-stranger perpetrators yielded a Combined DNA Index System (CODIS)-eligible DNA profile, compared to 54 percent of SAKs associated with stranger-perpetrated sexual assaults. Additionally, researchers found that CODIS entry rates and CODIS hit rates between stranger and non-stranger SAKs were equivalent. These results emphasize the importance of testing all SAKs.

How can testing SAKs potentially link criminal cases together?

In the context of sexual assault, case connectivity means establishing that the person who committed a sexual assault can be linked to additional crimes. These crimes may be other sexual assaults—ranging from lower-level offenses (e.g., exhibitionism or voyeurism) to higher-level offenses (e.g., rape)—or they may be nonsexual crimes (e.g., robbery, drug offenses, burglary, or homicide).

Example: In June 2018, the Dallas County District Attorney's Office SAKI team announced they had arrested George Guo for the murder of Dr. Katherine Bascone. Dr. Bascone was sexually assaulted and strangled on June 19, 1988, in Highland Park, Texas; the attack caused an anoxic brain injury. In February 2018, Dr. Bascone succumbed to her injuries. A medical examiner in Tulsa, Oklahoma, ruled Dr. Bascone's death a homicide. Guo has been linked to at least three other sexual assaults or attempted assaults on young women.

Multidisciplinary response to cold case sexual assaults can present many challenges, such as completing inventories and testing plans for SAKs, reopening investigations, reengaging survivors of sexual assault, evaluating evidence, and bringing cases a just resolution. SAKI provides wide-ranging support to SAKI sites and multidisciplinary teams engaged in comprehensive sexual assault response reform that stems from evidence found in previously unsubmitted SAKs. ひ



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Ideas and Inspiration

Community Engagement Resources at IACP Net



Community partnerships have never been more vital to the success of law enforcement agencies. The IACP Net Main e-Library houses thousands of program ideas to help with community-police relations, including

- "New One-to-One Youth Mentoring Program Strengthens Community Relations" (651215)
- "Volunteer Interpreters Program" (651324)
- "Law Enforcement Mental Health & Wellness Programs: Eleven Case Studies" (650571-650582)
- "Oregon State Police Car Care Program" (650732)
- "Portland Active Shooter Training: Police and Houses of Worship Working Together" (651344)
- "A Different Kind of Police Radio: Educating & Engaging Through the Air Waves" (651375)
- "Reno Works" (651272)
- "VALOR Initiative Pilot Puts Character at the Heart of New Resilience Training" (650882)

Access these and more resources at **theIACP.org/IACPnet**. For more information, call the IACP Net hotline at 800.227.9640.



TOP IACP BLOG POST

IACP Announces Targeted Violence Task Force

In the wake of the recent mass shooting attacks in the United States, the IACP has established a Targeted Violence Task Force to examine what factors drive individuals to commit acts of violence and steps that can be taken to prevent them and reduce both their severity and frequency.

At the conclusion of this work, the IACP will produce a comprehensive report highlighting the views, recommendations, and strategies that elected officials and public safety agencies can adopt to better protect communities worldwide.



Read this blog post and others at **theIACP.org/blog.**

FEATURED ITEM IN IACP MONTHLY AUGUST NEWSLETTER

New IACP Policy Center Resources Available

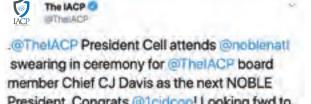
Updated documents have been released on six topics:

- » Bomb Threats and Searches
- » Foot Pursuits
- » Grooming and Appearance
- » Line-of-Duty Deaths
- » Media Relations
- » Standards of Conduct



Check out these new documents and more at theIACP.org/policycenter.

of the month



President. Congrats @1cidcop! Looking fwd to a great year ahead. Thanks Past President Vera Bumpers for your service to the profession & the partnership.



THIS MONTH'S QUOTE

66

'Collective efficacy' refers to the degree to which people trust their neighbors to provide a sense of safety and to intervene if something problematic happens.... Research shows that neighborhoods with higher collective efficacy experience lower rates of violent crime.

"

"Guardians at the Gate" Pgs. 42–44

POPULAR IACP RESOURCE

Active Shooter Model Policy

(Updated 2018)

Note: Select policy center documents, including this one, are available at no cost to the public.



Access this resource and more at **theIACP.org.**

TOP POLICE CHIEF AUGUST ONLINE BONUS ARTICLE



"Hiding and Hoping Is Not a PR Strategy"

By Julie Parker, Senior Advisor for Media Relations. IACP



Read this article and more bonus content at policechiefmagazine.org/ category/bonus-online -article.

New Resources Curb Traffic Safety Risks

TRAFFIC SAFETY INITIATIVES ADDRESS MULTIPLE RISKS THAT OCCUR IN EVERY COMMUNITY AROUND THE GLOBE. THESE DANGERS INCLUDE DISTRACTED DRIVING, SPEEDING, IMPAIRED DRIVING, AND OTHER VARIOUS ISSUES AND VIOLATIONS LAW ENFORCEMENT OFFICIALS ENFORCE EVERY DAY ON THE ROADWAYS.

In recent years, distracted driving has grown into an epidemic in the United States. According to the National Highway Traffic Safety Administration (NHTSA), roughly 9 people are killed and more than 1,000 injured in crashes involving distracted driving every day. Speeding has also proven to be a major problem on the roadways as noted in IACP's *Traffic Safety Resource Guide*:

In 2015, California Highway Patrol reported 288 fatal traffic collisions and 30,747 injury traffic collisions in which speed was the primary collision factor, making "unsafe speed for roadway conditions" the leading cause of California car crashes. "Speeding is the number one contributor to collisions in California," says Sergeant Scott Taylor. "That makes it our prime target."

In partnership with NHTSA, the IACP is dedicated to providing law enforcement with tools and resources to help reduce fatal and injury crashes related to traffic safety concerns in their communities, including data and information to help them educate policy makers about the importance of strong, enforceable traffic safety laws.

In an effort to combat these prevalent issues involving officers and traffic safety and to prevent future loss of life on roadways, the IACP's Traffic Safety Initiatives Team has released two new resources for the field—the Distracted Driving Toolkit and the *Traffic Safety Resource Guide*.

DISTRACTED DRIVING TOOLKIT

The Distracted Driving Toolkit provides law enforcement chief executives, command staff, first-line supervisors, and patrol officers with effective strategies that have been used by others to improve distracted driving education and enforcement in their communities, along with tactics to reduce officer distraction in patrol vehicles.

The toolkit includes distracted driving infographics; a report on promising practices for public education, enforcement, and officer safety; useful templates for a press release and talking points sheet that can be used to address distracted driving issues for chiefs of municipal governments and community education; relevant IACP resolutions; and a comprehensive list of resources to help agencies address distracted driving crashes.

TRAFFIC SAFETY RESOURCE GUIDE

The *Traffic Safety Resource Guide* is designed to help law

To learn more about these resources or to request a copy, contact the IACP's Traffic Safety Initiatives Team at trafficsafety@theiacp.org or visit theIACP.org/topics/traffic-safety to access these resources online.



enforcement officers address the elements of traffic safety from education to enforcement, as well as to share research and best practices. The guide provides promising practices to support leaders in responding to the traffic safety issues they are encountering in their communities.

Contributors to the *Traffic Safety Resource Guide* are those who are currently working in the field of traffic safety—law enforcement officers, researchers, and practitioners—and who understand the key issues of traffic safety, including drug-impaired driving, high-visibility enforcement, move over laws, and a host of other topics. O





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IACP's Women's Leadership Institute (WLI)

addresses the unique challenges and opportunities women face and helps them to succeed as they rise through leadership positions in public safety organizations. The course is open to men and women in sworn and non-sworn positions.





Women's Leadership Institute participants will:

- Further leadership skills and prepare for advanced leadership positions.
- Understand internal and external stakeholders and the impact of their individual differences.
- Learn the value of and how to have crucial conversations.
- Create a strategic career plan.
- Meet and learn from others to bring proven practices and strategies back to their organizations.
- Increase their professional network.

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2019

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IACP Annual Conference & Exposition, CHICAGO, IL

The IACP Annual Conference & Exposition provides new strategies, techniques, and resources to law enforcement professionals.

theIACPconference.org

2020

FEB 27

IACP Officer Safety and Wellness Symposium,

29

Improving officer safety and wellness enhances the health and effectiveness of officers, as well as the safety of the community. This symposium is a unique occasion for law enforcement professionals to learn from experts in the field about resources, best practices, and strategies for comprehensive officer safety and wellness.

theIACP.org/OSWsymposium

MAR 24

26

IACP Division Midyear, DENVER, CO

The Division of State and Provincial Police, Division of State Associations of Chiefs of Police, and Midsize Agencies Division's annual meeting provides an opportunity to discuss critical issues facing the law enforcement community, identify best practices, and enhance relationships with colleagues.

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MAY 1

3

Policy Council Midyear, ORLANDO, FL

This meeting will provide an opportunity for IACP committee members to discuss critical issues facing the law enforcement community, identify best practices, and enhance relationships with peers and colleagues in the field. This meeting is for appointed members of IACP committees.

theIACP.org/policy-council-midyear

MAY **12**

14

IACP Technology Conference, PORTLAND, OR

The IACP Technology Conference is a professional law enforcement event bringing together leading practitioners to explore opportunities to apply the latest technologies to law enforcement to create efficient solutions and keep pace with cyber-enabled crimes.

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Visit theIACP.org/all-events for a complete listing of upcoming IACP events, including conferences and training opportunities.

2020 (CONTINUED)

AUG 6

8

DAID Conference, SAN ANTONIO, TX

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ОСТ 17

IACP Annual Conference & Exposition,

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20

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