

DECEMBER 2019

Responding to Firearms Violence

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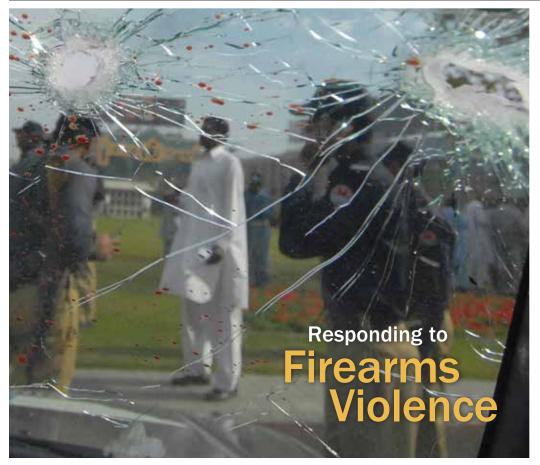
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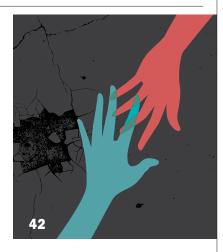
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Cover image Photo by ARIF ALI/Stringer/Getty Images





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ARTICLE NOTES CAN BE FOUND ONLINE.

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



Terry R. Derden

Terry Derden currently serves as chief legal advisor

for the Ada County Sheriff's Office, Idaho, which is the largest sheriff's office in the state. In this role, he provides counsel to the sheriff on issues concerning law enforcement, jail operations, and personnel, while also drafting policy and providing legal training.

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Jaysyn J. "Jay" Carson

Jay Carson is a retired 27-year veteran with the Fairfax

County Police Department (FCPD), Virginia, and is currently the FCPD's director of Incident Support Services (ISS) He spent 21 years with FCPD's peer support team, serving for the last 5 years as one of the team's commanders.



Dr. Jill Milloy

Jill Milloy, PhD, is a licensed clinical psychologist of more than

20 years of experience working with law enforcement, including 8 years at the Fairfax County Police Department, Virginia. She provides evidence-based wellness, suicide prevention, and psycho-educational trainings as well as psy-chotherapy, individual and group crisis intervention, and consultation.



Dr. Colby Mills

Colby Mills, PhD, is a licensed clinical and police psychologist who has

worked with Fairfax County Police Department, Virginia, since 2011. He provides a wide array of services to pub lic safety agencies, including psychotherapy, consultation, training, and critical incident response. He has consulted for numerous organizations and served as a university lecturer on law enforcement psychology.

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Kurt Gregory Erickson

Kurt Gregory Erickson serves as president of the nonprofit Washington Re-

gional Alcohol Program (WRAP), a public-private partnership fighting drunk driving and underage drinking in the Washington, DC, metropolitan area. He also serves as the legislative chairman of the Maryland Impaired Driving Coalition, successfully advocate ing the passage of landmark anti-drunk driving and underage drinking laws.



Master Police Officer **Dimitrios** "Jim' Mastoras

Jim Mastoras

has more than 22 years of experience in policing and is a master police officer in Arlington County, Virginia. He developed and implemented strategies to reduce alcoholrelated harm while establishing trusting relationships with restaurant owners. He also created a U.S. restaurant accreditation program, adapted from the UK's Best Bar None model.

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Chief David Magnusson

David Magnusson serves as the chief of the Village of

El Portal Police Department, Florida. His prior experience includes more than 30 years in law enforcement, including uniform patrol, undercover narcotics, robbery, mid-level narcotics and terrorism, communications (911 center). personnel (including labor relations), and tactical operations command.



Deputy Commissioner Mike Clement

Mike Clement joined the New Zealand Police in

1978. As the deputy commissioner of national operations, he has responsibility for multiple areas of policing and programs, including the NZ Police's firearms buy-back program. He also chairs a multiagency governance group, which has developed a transnational organized crime strategy for New Zealand.

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Captain Erik Scairpon

Erik Scairpon is a police captain for the City of Redmond.

Washington, with more than 22 years of law enforcement experience. He holds a master's degree in organizational leadership and serves as the board president for Victim Support Services, a nonprofit organization focused on crime victims' advocacy, education. and awareness in Washington 60



David Chipman

David Chipman is the senior policy advisor of Giffords

and is currently on the IACP Firearms Committee. He previously served 25 years as a special agent for ATF, where he disrupted firearms trafficking conspiracies. He also served on an ATF Special Response Team and as the special agent in charge of ATF's firearms programs.



Joshua Horwitz

Joshua Horwitz, JD, is the executive director of

Gun Violence where he works to develop cutting-edge ideas and strategies for gun violence prevention, such as a first-ofits-kind microstamping law in California. In addition, he is a founding member of the Consortium for Risk-based Firearm Policy.



Jeffrey Fisher

Jeffrev Fisher is a writer-editor with the FBI's Crime Data Modernization

Team. He has a master of science degree from West Virginia University, and he has worked for the FBI for 22 years as a forensics expert, manager, and writer.



Lora Klingensmith

Lora Klingensmith is a management and program analyst in the

FBI's Uniform Crime Reporting Program. She has been with the FBI for more than 20 years. Ms. Klingensmith currently works with the Crime Statistics Management Unit's Programs Development Group as the point of contact for the Crime Data Explorer and related NIBRS projects.

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Responding to Firearms Violence



In order to successfully combat firearms violence, it is essential that elected leaders take action to establish policies that can reduce the threat of firearms violence.

"

FIREARMS VIOLENCE HAS BECOME ALL TOO COMMON IN COUNTRIES AROUND THE GLOBE. WHETHER EXPERIENCING TARGETED ATTACKS, MASS VIOLENCE, OR SUICIDES, COMMUNITIES ARE SHAKEN AS THEY SUDDENLY FIND THEMSELVES GRIEVING THE LOSS OF THOSE THEY CARE FOR. WE UNDOUBTEDLY HAVE A LONG WAY TO GO IN MITIGATING THIS VIOLENCE, BUT WE MUST REMAIN PERSISTENT IN OUR EFFORTS TO KEEP OUR COMMUNITIES SAFE.

In August of this year, Immediate Past President Paul M. Cell established a Targeted Violence Task Force to determine the factors that drive individuals to commit acts of violence and the steps that can be taken to prevent these acts and reduce both the severity and frequency of targeted violence. Over the last few months, the task force convened four times, hearing from panelists from a multitude of disciplines, including police, medicine, the private sector, and academia. These discussions focused on pathways to violence and warning signs, target hardening, harm reduction and mitigation, and preventing future attacks. While each participant brought his or her own perspectives and backgrounds, common themes were evident throughout. In the coming months, the IACP will turn this information into a living, breathing document to aid police chiefs worldwide before, during, and after mass casualty events. I believe this task force is the first step in helping police departments better prepare for, respond to, and cope when such situations occur in their communities.

In concert with this, I will establish another task force, this time on Police Response to Active Threats. This group will build upon the work of the Targeted Violence Task Force and help to translate their findings into concrete actions that law enforcement agencies can take to combat active threats.

However, the solution to firearms violence is not only a law enforcement issue. In order to successfully combat firearms violence, it is essential that elected leaders take action to establish policies that can reduce the threat of firearms violence.

I am proud to say that the IACP has taken steps to promote background checks and extreme risk protection order legislation in the United States. There was a recent call to action to our membership to sign a letter, which was spearheaded by eight fellow chiefs and sheriffs who have seen firsthand the horrific toll of gun violence in their communities. The letter asks congressional leaders to take actions that will help keep guns out of the hands of dangerous individuals and combat interstate gun trafficking. States that have expanded the scope of their background checks have seen a decrease in gun violence, and those that have enacted extreme risk protection order laws have proven these orders to be an effective way for law enforcement to remove guns from a person in a mental health crisis, thereby preventing suicide and harm to others.

The IACP also opposes the public sale of body armor–piercing ammunition. As law enforcement officers continue to respond to shootings, they are now threatened by bullets capable of piercing the very vests they depend upon to save their lives. There is no reason for such ammunition to be produced, except for the intent to murder our brothers and sisters in the line of duty. The IACP is working hard to push for action that will further protect our law enforcement community and prohibit the manufacture of such ammunition.

As firearms violence continues to unfold, I believe it is equally important that we remain attentive to the training our officers receive in responding to such

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events. Training regarding mass casualty response, active shooters, crisis intervention, and de-escalation (to name just a few important topics) is invaluable and must be carried out on a consistent basis. Officer training not only improves critical decision-making during a crisis situation, but it can also help in the development of relationships internal and external to the department. Training that works across jurisdictions, as well as training that encompasses personnel from entities such as fire departments or medical facilities, helps ensure that crisis response runs smoothly when violence strikes.

Finally, I urge all police departments to use the National Integrated Ballistic Information Network (NIBIN). The ability of this system to analyze cartridge casing evidence against other images within the database, noting potential matches both within and across jurisdictions, is crucial to our success in mitigating firearms violence. As police leaders, we must realize the advantages of this database—its ability not only to link ballistic evidence to cases we were previously unaware of, but also to help in identifying patterns of firearm activity.

While it is my hope that someday we will see the end to such tragedies and loss, there is currently much to be done to improve the safety and well-being of our officers and communities as we work together to mitigate firearms violence. O





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The IACP Executive Board are the elected leadership of the organization. They are committed to advancing

the profession of policing by promoting enhanced practices; cooperative efforts; and the exchange of information among police administrators, institutions, and organizations. The Executive Board meets quarterly to conduct the business of the association.

As the leadership of the IACP, the members of the Executive Board are expected to play a key role in promoting the work of the association and highlighting the value of IACP membership to others.



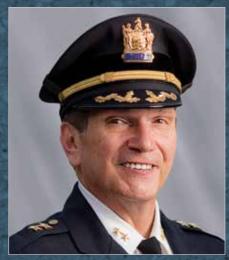
2019 Swearing-in ceremony

Photograph by EPNAC

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Commission on Law Enforcement and the Administration of Justice

At IACP 2019, on October 28, 2019, U.S. President Donald J. Trump issued an executive order creating the new Commission on Law Enforcement and Administration of Justice, an important initiative supported by the IACP. The commission will study key issues facing law enforcement, look at best practices, and deliver a report and recommendations to President Trump within one year.

Officer Safety and Wellness Symposium

Registration is open for the 2020 IACP Officer Safety and Wellness Symposium, which will take place in Miami, Florida, February 27–29. Attendees will learn best practices and strategies for physical fitness, mental health, proper nutrition, adequate sleep, and decreased stress. Join the IACP to protect your health while you protect your community!



Learn more and register at the IACP.org/OSWSymposium.

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NEW LAW ENFORCEMENT FAMILIES RESOURCE

IACP and the COPS Office have released *How to Start a Law Enforcement Family Support Group: Insights and Considerations* to help agencies facilitate the establishment of family support groups in which officers' loved ones can support one another and, in turn, support their officers or deputies.

Visit **theIACP.org** to access this resource.



New Policy Center Resources

The IACP Policy Center has released updated documents on three topics:

- Firearms: Officer Carry, Training, and Safety
- Strip and Body Cavity Searches
- Voluntary Contacts, Investigatory Detentions, Pat-Downs, and Arrests

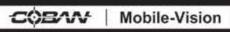
Access these new resources and more at **theIACP.org/policycenter.**

















Q: How can agencies maintain community trust after incidents of firearms violence?



A: At a time when any jurisdiction may face firearms violence, having strong relationships already established with the community is the key to maintaining trust should an incident occur. In the event of firearms violence, it is critical to promptly share what information you can with the community. Social media can help in providing updates and quelling rumors. If minority or religious populations have been targeted. outreach to those communities to offer protection can help build trust. More broadly, it is important that victims of the incident and their family members are handled with sensitivity in what may initially be a chaotic setting. The Office for Victims of Crime offers a helpful toolkit on assisting mass violence victims (www .ovc.gov/pubs/mvt-toolkit/ about-toolkit.html).

Laurie Robinson

Professor, Criminology George Mason University, Virginia



A: Agencies must cultivate strong community relationships to assist with recovery after violence and to implement crime reduction strategies that make communities safer.

In New Orleans, Louisiana, we built a comprehensive violence reduction strategy while implementing federally mandated reforms through a consent decree. As a result, in 2018, New Orleans was able to see a 47-year low in the number of murders while improving the public's trust in the police.

Baltimore is facing similar challenges. Through systemic reforms and shaping a culture of accountability, we can rebuild public trust. Through focused deployment and collaboration with community-based programs, we can become a more effective agency. Building police legitimacy and community relationships strengthens an agency's ability to reduce violent crime, which further strengthens public trust.

Michael Harrison

Commissioner Baltimore Police Department, Maryland



A: It is imperative that law enforcement enhance their efforts in transparency, communication, and visibility after firearms violence events. Chiefs and sheriffs personally sharing all relevant facts with the community as soon as it is practical and involving all segments of community leadership in transparent messaging will augment and preserve critical community partnerships. This effort will be effective only if a solid foundation of mutual dependence exists before the firearms violence event. It is also important to recognize that a high degree of visible police presence within the community will ease any predictable tensions and probable apprehensions related to firearms violence events.

Mike Kehoe

Chief of Police (Ret.) Newtown Police Department, Connecticut



A: Members of the community are aware of modern law enforcement techniques and technology through movies and television crime documentaries. They have an expectation that these same techniques and technology are employed to solve firearm violence for them. Community engagement during and after these types of incidents should include a communication strategy that will relay to the community. within the limitations of the investigation, the techniques, technology, and resources that have been utilized by law enforcement. The strategy should aim for an integration of both law enforcement feedback and feedback from the community. The community needs to know that law enforcement can be trusted and is always there to protect and serve them.

Wayne Hoffman

Detective Chief Inspector (Ret.) New South Wales Police Force, Sydney, Australia



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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.



! What is the most difficult aspect of law enforcement leadership?

Al: Vice Commander Shan Nuckols: Leading in law enforcement is tough because of the unique stressors that modern police face. The job is extremely difficult, and policing is one of the few non-military professions where its members may make the ultimate sacrifice. The officers who endure the scrutiny, fatigue, and danger of police work want to know that they have credible leaders who appreciate their work and their sacrifices. They want an environment of teamwork and respect that rewards hard work and talent. Effective leaders have to be genuinely engaged, so that employees are confident that their chain of command hears their concerns and ideas-and will drive toward solutions. LEOs are proud professionals. They will tolerate the diverse challenges of policing if they know that you have their back.

A2: Deputy Chief Mary Nash: Most leaders in law enforcement come up through their organizations and have developed friendships with peers along the way. One difficult aspect of leadership in law enforcement is when the needs of the organization differ from the wants of the individual, whom you may consider to be a friend. Sometimes individuals will try to leverage friendships to get what benefits them—such as special assignments or special work hours. It is important to remember what is best for the organization may not be what the individual wants or desires. Navigating through this conflict requires courage, and standing up for the organization might risk the perceived friendship. The reality is true friends would not put you in a position to choose. Leadership is about leading for everyone, not just those you like.

A3: Chief Paul Schultz: The most difficult aspect of law enforcement leadership for me is leading and managing a diverse group of people. In my department, we have, in one case, a 50-year gap in age between two employees. To lead a group with such differences in age, education, and background takes tremendous effort, finesse, time, and patience. One size does not fit all in this instance. It takes time to learn how to motivate and relate to each individual. However, as a leader, once you are able to develop a professional rapport with your people and take the time to learn about them, the return in productivity, loyalty, and dedication is well worth the effort. I would encourage all law enforcement leaders to put in the extra effort to learn about your staff and to work with them for the betterment of the department and the community. り

MEET THE MENTORS



Shan B. Nuckols, Vice Commander/Special Agent

U.S. AIR FORCE, OFFICE OF SPECIAL INVESTIGATIONS, QUANTICO, VIRGINIA



Mary Nash, Deputy Chief of Major Crimes (Ret.)

SAINT PAUL POLICE DEPARTMENT, MINNESOTA



Paul Schultz, Chief FORT MORGAN POLICE DEPARTMENT, COLORADO

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

Arming Paramedics for SWAT Team Missions

BY
Terry R. Derden, Chief
Legal Advisor, Ada County
Sheriff's Office, Boise,
Idaho

THE SPECIAL WEAPONS AND TACTICS (SWAT) TEAM HAS BEEN CALLED TO A LARGE URBAN MALL WITH POSSIBLY TWO ACTIVE SHOOTERS WITH ASSAULT RIFLES INSIDE.

There are already reports of multiple casualties, including law enforcement personnel. SWAT deploys through the south entrance, and, 200 yards into the open-air courtyard, one of the SWAT operators is hit in the neck by a shot fired from an upper level of the mall. The remaining operators return fire at the shooter who disappears from view. This SWAT team (like most in the United States) deploys with a tactical medical officer (Tac-Med), a full-time paramedic who also serves as a reserve deputy with the local sheriff's office. The Tac-Med begins to immediately render aid to the injured operator. The SWAT team commander determines that the rest of the team must continue to hunt the active shooters and has no choice but to leave the Tac-Med and injured operator behind. As the Tac-Med is working on the injured officer, the second shooter appears and is crossing the courtyard with a handgun. What happens next turns on whether the Tac-Med is allowed to be armed.

No one doubts the value of deploying a Tac-Med (also known as Tactical Emergency Medical Support or TEMS) who can provide lifesaving medical treatment to SWAT operators, but the question of arming a Tac-Med is heavily debated. This debate, however, is a worthwhile exercise for any agency, since the question of arming a medic brings with it a complicated risk-reward analysis.

While the main benefit of providing a Tac-Med's lifesaving skills is obvious, there are additional benefits of having a Tac-Med unit to deploy with SWAT. Having a Tac-Med means operators benefit from the psychological comfort of knowing medical support is coming from a teammate who is as immediately responsive as possible. In fact, the creation of Tac-Meds was due to injured SWAT officers often having no assistance during missions until an all-clear was given. Additionally, the Tac-Med often becomes the de facto caregiver for the team, assisting with injuries in the field or training and monitoring the team during longer deployments to ensure officers are not affected by exposure to elements or exhaustion.

These benefits, however, can be gained without arming the Tac-Med. It is arguable that the singular benefit to arming Tac-Meds is so they can protect themselves or possibly an injured officer where no other options remain. The question is whether that singular benefit is worth the cost when the need for it is likely remote, can be countered by other strategies, and costs serious time and money to the agency in terms of certification and training.

There are typically two strategies in the creation of an armed Tac-Med officer for SWAT: take cops and train them to act as medics or take already trained medics and give them police powers. The first option means the agency identifies full-time police officers who have or will get medical training. Doing this reduces the liability regarding whether the officers are armed, but increases the liability that they are not the right people to perform lifesaving efforts in crisis situations as they are not primarily trained to render aid.

The second option means finding full-time paramedics and giving them some sort of reserve officer status so they can be armed while deployed on SWAT missions. To do this, an agency must first navigate the legal requirements for its state's Peace Officer Standard and Training (POST) Council. In Idaho, for instance, the POST Council allows for Tac-Meds to obtain reserve officer status, which permits the Tac-Med to be armed only when serving under the direction of a full-time certified peace officer.² After a Tac-Med has obtained the proper certification through POST, he or she then needs to be sworn in by the agency head.

Due to the high liability of arming paramedics to operate in SWAT missions, an agency must have a policy clearly outlining Tac-Med's duties and responsibilities, including a limitation that their reserve status as peace officers is active only when deployed with SWAT and subject to all SWAT policy and procedures. This draws a clear line that the reserve officer is not a general peace officer and cannot act as such when doing his or her normal work as a paramedic. If reserved officer status via the state does not forbid such actions, the agency policy could further limit the Tac-Med powers by stating that the Tac-Med's



authority to act as a peace officer occurs only when under the direct supervision of a full-time certified SWAT officer, that the reserve officer's ability to carry concealed is limited, or that the reserve status requires that the Tac-Med attend and keep current on all required training. Regardless of the specific limits, the policy of the Tac-Med unit needs to be clearly drafted and communicated so all parties know the specific aspects of the Tac-Med position.

Training a Tac-Med team of paramedics also presents unique issues. After POST certification, new reserve officers still require a lot of training and the county paramedic agency may be unable to spare a medic to attend training in the volume the SWAT team will demand. If the armed medic also needs additional range time to be proficient with a weapon, the time missed from the Tac-Med's day job may be more than the paramedic's agency is willing to bear.

In addition to the needed range time to qualify with their weapons, Tac-Meds will also need to be proficient in all SWAT policies and procedures and general agency use-of-force guidelines. Given the high liability of arming the medic, Tac-Meds must clearly understand and be able to apply the agency's use-of-force training, so they know how

to make an objectively reasonable use-of-force decision if placed in a situation where it is necessary. Additionally, Tac-Meds should be trained on how to draft a use-of-force report, how to testify in court as a SWAT team member, and what to expect during a critical incident investigation if one were to occur.

In the end, the use of an armed Tac-Med presents many challenges that could be mostly avoided if the decision is made that a Tac-Med who needs to render aid will always be assigned a security operator to stand watch while the Tac-Med works on injured operators. Even this strategy, though, is not foolproof, as laid out in the extreme example herein where critical needs result in leaving the Tac-Med alone with an injured operator, leading to the potential need for the Tac-Med to defend him- or herself and the injured operator in his or her care. $\mathfrak O$

NOTES:

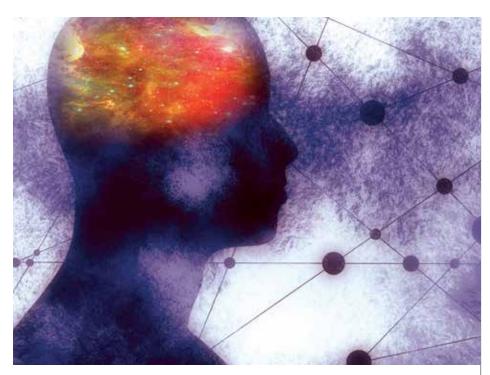
¹Kevin Gerold, "Standards for TEMS: NTOA Tactical Response and Operations Standard for Law Enforcement Agencies Updated to Include TEMS," TEMS Position Statement, *Tactical Edge* (Summer 2018): 74–75.

²Administrative Rules of the Idaho State Police: IDAPA Rules 11.11.01 – Rules of the Idaho Peace Officer Standards and Training Council, Rule 81, 23 (June 30, 2019).

Jayson J. Carson, Director, Incident Support Services, Fairfax County Police Department, Virginia; Jill Milloy, PhD, Licensed Clinical Psychologist, Fairfax County Police Department; and Colby Mills, PhD, Clinical and Police Psychologist, Virginia

First Responders Inform Wellness Practices

Multi-Agency Survey Reveals Mental Health Trends and Officer Needs



OFFICER JONES IS SUFFERING IN SILENCE. THE CUMULATIVE WEIGHT OF **RESPONDING TO COUNTLESS HORRIFIC EVENTS DURING HIS MANY YEARS IN** LAW ENFORCEMENT IS TAKING ITS **TOLL. SOME OF THESE EVENTS HAUNT** HIM DAY AND NIGHT. HIS SLEEP IS BRO-KEN BY NIGHTMARES, AND HE CANNOT **TOLERATE SITUATIONS THAT REMIND** HIM OF THE TRAUMATIC EVENTS. HE TRIES TO "MUSCLE THROUGH" HIS PROBLEMS BECAUSE HE FEARS THAT HIS CAREER WILL SUFFER IF HE SEEKS PROFESSIONAL HELP. HE IS ANGRY AND RELYING ON ALCOHOL TO COPE. HE HAS PULLED AWAY FROM OTHER PEOPLE, AND HIS OUTLOOK ON LIFE HAS BECOME DARKER.

Although he resembles many real officers, "Officer Jones" is actually a composite case example drawn from the results of a survey about psychological health among first responders. The survey was developed by the Fairfax County, Virginia, Police Department (FCPD) as a way to take a snapshot of the department's overall health and ask for feedback about what officers needed to be healthier. The response rate was staggering: more than 800 officers (60 percent of the department) gave anonymous responses about trauma, suicidal ideation, and depression. They also gave candid feedback about how FCPD could increase their well-being on the job. The survey period overlapped with an FCPD-produced video about trauma and suicidal thoughts, in which several local first responders shared their personal stories and how they recovered with help from others. Peer support officers and psychologists showed the video at every roll call and provided training on how to seek help. This combination of outreach efforts may help explain the survey's high response rate.

There were internal and external responses to the survey's popularity.

FCPD responded by initiating several changes to increase psychological wellness and incorporate feedback from the survey. Outside FCPD, other public safety agencies decided to administer the survey among their personnel and share the (anonymous) results. Nearly 5,000 first responders from 26 agencies completed the survey. Experts from the U.S. Marshals Service analyzed the responses and discovered some alarming trends.

SURVEY RESULTS

Depression and trauma emerged as strong themes across all branches of public safety. Almost one in four respondents said they felt depressed as a result of their work. Both depression and trauma also showed strong associations with suicidal thoughts. For example, respondents who experienced three of the reactions to trauma were twice as likely to have suicidal thoughts as the average first responder. Those who experienced five types of reactions to trauma were four times as likely to have suicidal thoughts.

Suicidal thoughts were considerably higher among first responders than in the general public. Nearly 8 percent of survey respondents admitted to having past thoughts of suicide, versus 3 percent in the U.S. population. (The survey did not include questions about suicidal behavior or attempts; it was theorized that these more intrusive questions might have alienated first responders and made them less likely to complete the survey.)

Respondents noted several other consequences of their work, including anxiety, anger, insomnia, and reduced physical health. When asked how they could improve their own health, most first responders said they wanted to increase their exercise. When asked



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COMMON REACTIONS TO TRAUMA

- Shutting down or feeling withdrawn
- Avoiding reminders of critical events
- Flashbacks or nightmares
- Lack of sleep
- Feeling hypervigilant or overly watchful

what could be done for them, most respondents wanted their agency leaders to increase mental health resources or decrease work stress (by hiring more staff, allowing more time off, offering a flexible schedule, etc.).

FCPD'S RESPONSES TO THE SURVEY RESULTS

FCPD Chief Edwin Roessler and the agency's commanders initiated several internal changes in response to the feedback from the survey.

- Support (psychological treatment, peer support) for officers in distress
- Mandatory wellness education
- Changes to disciplinary process, including treatment diversion
- Changes to supervisor training and promotion
- Trauma exposure documentation
- Therapy dog program

Emotional & psychological support: FCPD maintains a wide array of supportive resources within its Incident Support Section (ISS). The agency's peer support team includes more than 40 officers. New members receive 40 hours of instruction, which will soon include training in Stress First Aid. There are eight police chaplains; each covers a station or specialty unit. FCPD also has seven mental health professionals embedded within the agency who can treat conditions such as posttraumatic stress disorder and alcohol abuse inhouse at no cost to officers. These clinicians do not engage in pre-employment screenings or fitness-for-duty evaluations, which are contracted to a different psychologist. ISS resources are also on call for critical incident response and are trained in the Stress First Aid model and other early interventions for trauma.

To foster access to these resources and decrease stigma, FCPD created a director position over all ISS services. The director of ISS works directly for the chief of police, is granted broad authority to help officers, and has the authority to temporarily reassign officers to give them a break from their current duties while they engage in treatment and recover from a psychological injury. The director also works to reduce the stigma of seeking help and facilitate access to the clinicians and other supportive resources. The clinicians accept referrals from the director while continuing to observe the laws and ethical guidelines regarding confidentiality.

Disciplinary process: When appropriate, disciplinary cases are now routed to ISS instead of to Internal Affairs. Officers who need their weapons removed temporarily to ensure safety are also not referred to Internal Affairs—the weapon is taken by ISS, and the officer does not lose his or her badge.

Supervisor training & promotion: All first-line supervisors are now taught to normalize the effects of trauma within their squads and required to complete Leadership in Police Organizations (LPO) training. FCPD also slowed down the promotional process, requiring more time in grade before an officer can pursue a higher rank. This gives newly promoted supervisors more time to develop their leadership skills by managing personalities, knowing their subordinates and when something is wrong, having difficult conversations, normalizing the effects of traumatic experiences, and allowing more time for mentoring by senior supervisors.

NEXT STEPS

It is a difficult truth that first responders are continuing to take their own lives at an alarming rate. The rate of suicide in 2019 appears to be on target to surpass recent years. These proud individuals are hurting and yet remain hesitant to come forward because of the police culture, the perceived stigma of needing help, and the desire to "handle it on their own." The survey results clearly show that, as a group,

law enforcement officers start their careers in a healthy state and suffer over time from their daily job. Whether strapping on a gun, responding to a fatal motor vehicle crash, performing CPR on a child, fighting a fire, or taking a desperate 911 call, first responders are facing trauma daily and struggling as a result. Significant reports of depression, trauma reactions, anxiety, substance use, sleep deprivation, and thoughts of self-harm inform the next steps for addressing these issues.

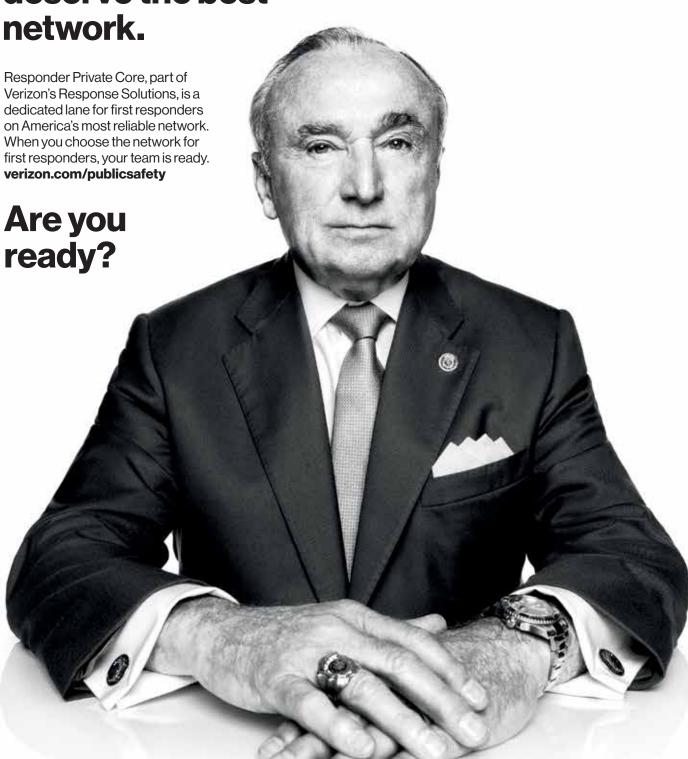
The FCPD is currently collaborating with the U.S. Marshals Service and the U.S. Department of Veterans Affairs on a follow-up survey. The survey, scheduled to launch in early 2020, will further delve into the initial results. Although crucial variables were identified in the first survey, important questions emerged. For example, what more can be learned about the relationship between suicide, depression, and exposure to trauma? What aspects of potentially traumatic events are related to depression and suicidality? Identifying more specific variables will be critical to implementing changes to improve the wellness and training of first responders. Data from the initial survey have already influenced changes in wellness practices such as evidence-informed interventions, policy changes, and a pending presumptive bill in Virginia for broader coverage for first responders diagnosed with PTSD.

CONCLUSION

It's a worn and troublesome axiom to accept that those who are the first to respond are the last to seek help. Highlighting how first responders experience their work and its impact is critical to challenging the "tough-it-out" culture, reducing stigma, and getting officers to seek support. Just as important is finding out what first responders think will be helpful in improving their wellness. Information from both the completed and forthcoming surveys can contribute to research that guides evidence-based education, training, policy, and targeted interventions, with a constant eye on how to protect and maintain the safety and mental health of those who serve in this very demanding occupation. り

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SoberRide—Enhancing Enforcement Efforts Since 1982

RY

Kurt Gregory Erickson, President and CEO, Washington Regional Alcohol Program, and Dimitrios "Jim" Mastoras, Master Police Officer, Arlington County Police Department, Virginia

IN 1982, THE WASHINGTON, DC, METRO-POLITAN AREA, INCLUDING NORTHERN VIRGINIA AND SOUTHERN MARYLAND, REALIZED THAT IMPAIRED DRIVING NUM-BERS WERE INCREASING; THUS, IN AN EFFORT TO IMPROVE ROADWAY SAFETY, THE NOT-FOR-PROFIT WASHINGTON REGIONAL ALCOHOL PROGRAM (WRAP) WAS FORMED.

Thirty-seven years later, WRAP serves as a model of a "big tent" coalition of diverse interests using effective education, innovative programs, and targeted advocacy to end alcohol-impaired driving and underage drinking. WRAP is credited with keeping the metro Washington, DC, area's alcohol-related traffic deaths historically lower than the U.S. average. The program's success shows that despite the staff, budgetary, and scheduling constraints that challenge law enforcement, motorists can be effectively motivated to correct unsafe behaviors like impaired driving.

WRAP, however, may be best known to area residents via the organization's popular free safe ride service to prevent drunk driving: SoberRide, which was established in 1982. Between 1991 and the summer of 2019, WRAP's SoberRide program provided 77,804 free safe rides home to potential drunk drivers in the Greater Washington, DC, area.

IMPAIRED DRIVING: A CORE ISSUE TO ENFORCEMENT

According to the National Highway Traffic Safety Administration (NHTSA), about 30 people in the United States die every day in alcohol-impaired driving crashes. The



statistical data for 2017 equated to one death every 48 minutes, and impaired driving crashes claim more than 10,000 lives each year.

Law enforcement executives disclose that an effective impaired driving approach must consist of four elements—the "four Es" of traffic safety: education, enforcement, engineering, and emergency services.

According to a 2016 report co-authored by NHTSA and the International Association of Chiefs of Police, about 75 percent of U.S. law enforcement agencies employ 25 or fewer full-time sworn officers. A Bureau of Justice Statistics review found that about half have fewer than 10 sworn officers. For sheriff's offices, a full 75 percent have fewer than 10 deputies with larger areas of law enforcement coverage than their more urban counterparts, making effective roadway enforcement of impaired drivers difficult. For an agency's community outreach and education efforts, SoberRide becomes a valuable supplement that is critical to comprehensive coverage of impaired driving.

PUBLIC OUTREACH AND EDUCATION: KEYS TO EFFECTIVE ENFORCEMENT

Education before any enforcement is critical and requires buy-in from the community and its key stakeholders. The latest report released from WRAP discloses a 2.57 percent decrease in traffic crashes due to alcohol and drug impairment between 2016 and 2017, saving 114 lives on area roadways. Injuries also decreased 7.14 percent during the same time period, with 148 fewer individuals suffering life-altering and catastrophic injuries. SoberRide helped to establish WRAP's sterling reputation with Greater Washington residents for preventing would-be drunk drivers from driving. Since its inception, the program has become an indispensable tool that decision makers in the District of Columbia, Maryland, and Virginia champion as a means of combating drunk driving and underage drinking as well as bolstering public safety enforcement efforts.

For SoberRide, an effective outreach campaign begins with weeks of planning that culminate in a kickoff event featuring public outreach activities aimed at increasing community awareness of local impaired driving laws and the importance of making alternative arrangements to driving impaired.

With a virtual plateauing of the number of U.S. roadway fatalities due to impaired driving overall, WRAP has reassessed its program and partnered with the ridesharing service Lyft to replace taxi services as the ride provider. Ridesharing is a key strategic change to reach a target demographic: young men ages 18 to 35 who exhibit high-risk behaviors but also use smartphone applications, including rideshare apps.

SUCCESS IS IN THE NUMBERS

Since partnering with the rideshare provider, SoberRide has seen its effectiveness more than triple. In 2018, a record 5,000 SoberRides were used on major drinking holidays, with the charity tallying record ridership for that year's St. Patrick's Day, Cinco de Mayo, Independence Day, Halloween, Christmas, and New Year's offerings.

Now entering its third year in the partnership, WRAP's SoberRide program is now exclusively available on the rideshare app and is demonstrating a cost-effective partnership. Averaging 30 percent lower pricing than taxi services, the success of the WRAP-Lyft partnership lays out a roadmap for using ridesharing as a means to reduce and, ultimately, eliminate impaired driving crashes in communities.

There is still much to be done to eliminate and prevent impaired driving. Ideal partnerships that involve both public and private sector solutions can help. "The fact that the number of drunk driving deaths increased in Greater Washington in 2017 and that, in the same year, the region averaged a DUI arrest every 38 minutes demonstrates that there is still more work to do on the fight against drunk driving," said WRAP President Kurt Erickson.

EIGHT STEPS TO REPLICATE THE SOBERRIDE PROGRAM

- 1. Identify and engage stakeholders, including all law enforcement branches—police departments, sheriff's offices, and state highway patrol.
- 2. Identify and engage the state highway safety office and leverage assets to tie into the state's Strategic Highway Safety Plan.

- 3. Explore traditional funding, such as local and state grants and in-kind donations. Brainstorm with the state's law enforcement liaison (LEL); the Governor's Highway Safety Association can identify the appropriate LEL. Partner with businesses and other stakeholders like hospitals and the hospitality industry for unconventional funding avenues. Consider fundraising events.
- 4. Utilize earned and social media to announce campaign activities and disseminate safety information focused on high-risk demographic markets. Engage restaurants and bars; talk show hosts; ridesharing services; towing companies; and emergency services, including law enforcement agencies, fire departments, and ambulance services.
- Budget for public education and awareness, earned media, training activities, and rewards for volunteers and participants.
- 6. Develop a timeline with key stakeholders to roll out impaired driving

- efforts for media and outreach, to develop educational opportunities and public service announcements, and to gather stakeholders.
- 7. Implement the timeline and be inclusive to stakeholders. Allow stakeholders to "own" aspects of the rollout and give public credit accordingly. Allow time for identifying ineffective stakeholders and compensating for any loss of impact.
- 8. Gather data and develop credible reporting with the state's highway safety office to develop an economic impact report from the efforts, including estimated lives saved, crashes prevented, and economic losses associated with impaired driving. The number of rides offered should translate into calculations for economic and societal costs associated with crashes. Review NHTSA's calculations on impaired driving economic and societal impact: *The Economic and Societal Impact of Motor Vehicle Crashes.* Q

FIVE STEPS FOR AVOIDING SOBERRIDE IMPLEMENTATION PITFALLS

- **1. Find the right partners.** ACPD needed to work with a respected not-for-profit organization to build a public/private partnership with taxi services and more recently with a ridesharing service.
- **2. Secure a vehicle to use for marketing.** ACPD looked at retired cruisers and fleet vehicles, but the final vehicle—a BMW sports car—is a more appealing concept than a typical police cruiser. The color concept and vehicle make are provocative, which creates a perfect opening to increase awareness and start a conversation.
- **3. Create a multipronged strategy.** The SoberRide vehicle is part of a larger strategy to reduce alcohol-related harm throughout the county. Branding and messaging are vital parts of promoting education and awareness. Monitoring and capturing data related to DUI arrests and DUI-related crashes, injuries, and deaths validate the efforts.
- **4. Develop useful promotional materials.** In the early stages of the SoberRide program, during outreach efforts, ACPD handed out informational pamphlets about impaired driving to individuals at special events, in nightlife areas, and restaurants, which were discarded. Officers then created business cards with the same information and the promotional ridesharing code, which people keep and use.
- **5. Consider rideshare loading zones.** Demonstrating the need to add rideshare loading zones in high traffic areas in the city to officials was challenging. But, once the loading zones were established in the nightlife and restaurant areas, ACPD noted that public intoxication and public disturbance incidents also decreased.



UNLIKE OFFENDERS, WHO ARE OFTEN SURROUNDED BY SUPPORT AT TRIALS, WITNESSES ARE FREQUENTLY LEFT ON THEIR OWN TO FACE ANY INTIMIDATION, THREATS, OR STRESS FACTORS WITHIN AND OUTSIDE OF THE COURTHOUSE.

The Cincinnati, Ohio, Police Department has developed a program to provide assistance to those witnesses and to break down the "no-snitch" mentality within the community.

In 2016, the Cincinnati Citizens Respect Our Witnesses (CCROW) program was created from a collaboration between the Cincinnati Police Department, Hamilton County Sheriff's Office, Hamilton County Prosecutor's Office, and volunteers from within the community.

Members of the community identified a need to support witnesses and their loved ones following the 2015 death of Kelsie Crow, a local high school student who fell victim to a stray bullet during a street gang shootout. Despite the presence of at least 100 individuals, no one came forward as a witness.

In recent history, few individuals have come forward as a witness to heinous crimes due to various intimidation factors and fears of retaliation. Sergeant Jennifer Mitsch states, "Successful intimidation efforts result in lower arrest rates, more violent offenders on the streets, and obstacles to lowering our crime rates." Although the

no-snitch mentality has troubled the area for decades, the popularity of social media has brought the issue to the forefront with cellphone images of witnesses posted online, labeling them as snitches.

The CCROW program is the first of its kind. There are a variety of victim-witness programs but an insufficient amount of support for witnesses in the United States. CCROW aims to empower witnesses of violent crimes through evidence-based, trauma-informed care. The support program has also been set in place to lead a positive change in the community's culture, decrease the number of unsolved homicides, and increase the participation of witnesses.

Supervised by the Cincinnati Police Department, the CCROW program offers services such as temporary emergency witness housing, daycare services, court preparation, support and escort during court day, and transportation assistance. Advocates work within the agency's homicide unit and are paired with witnesses from when they are identified through the end of the trial process. Sometimes, the program advocates assist witnesses even after the trial has ended with services such as providing alarm systems and offering guidance in job searches.

Volunteers within the area are trained to offer support to witnesses; however, Sergeant Mitsch acknowledges that one

CCROW PROGRAM GOALS

- A positive change in the culture of the no-snitch mentality as measured by survey data.
- Reduction in violent crime and homicides measured by decreases in crime rates.
- A decrease in the number of unsolved homicides as measured by arrests made in cold cases.
- An increase in the positive outcome of murder trials as measured by convictions, either by trial or by plea.
- Participation of witnesses in CCROW program in at least 80 percent of new homicide cases.

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of the program's largest challenges to overcome is community involvement. She explains, "Community members want to see the results, but are reluctant to get involved." She goes on to argue that the community's engagement is the program's key to success. This statement is supported by data showing a positive correlation between community support and witness cooperation.

Researchers are consistently monitoring the number of CCROW participants who have taken advantage of the program. They are collecting demographic data including age, race, sex, and level of education, as well as data regarding program services used.

Sergeant Mitsch states, "We have seen what appears to be a positive correlation between the program and convictions by plea." In some cases, a plea will occur because the defendant knows that witnesses are present and willing to cooperate in the proceeding. Surveys have indicated that witnesses would

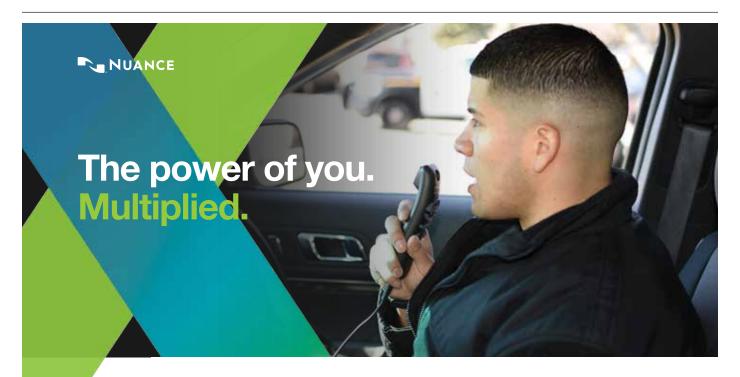
not have followed through or cooperated if the CCROW program was not in place. "The results of our program are farther reaching than we could have imagined," says Sergeant Mitsch.

Although the CCROW program has already had some success and continues to serve witnesses, the Cincinnati Police Department and collaborators are engaged in several research projects surrounding the improvement of the program for the safety of the participants. O



RECOMMENDATIONS FOR IMPLEMENTING A WITNESS SUPPORT PROGRAM

- Research best practices for witness support and trauma-informed care.
- Create buy-in and support among stakeholders prior to implementation, including the agency chief, patrol officers, detectives, the prosecutor's office, and external partners.
- Reach out to Cincinnati Police Department or other agencies with witness support programs for more details about their model and lessons learned.



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GUN VIOLENCE IN THE UNITED STATES AND THE YOUTH POLICE CHIEF * DECEMBER 2019 policechiefmagazine.org OVER HALF OF THE WORLD'S GUN DEATHS TOOK PLACE IN SIX COUNTRIES: BRAZIL, MEXICO, COLOMBIA, GUATEMALA, VENEZUELA, AND THE UNITED STATES. What's more is that 94 percent of the most violent cities in the world are in North and South America. Narrowing that focus to gun violence within the United States, there exists a horrific tinge to the amount of gun violence that plagues U.S. youths and young adults, who are disproportionately affected by gun violence.

THE SOBERING STATISTICS

In 2016, only 2.2 percent of the people who died in the United States were between the ages of 15 and 29. However, when looking specifically at deaths by gunfire, this same age range accounted for 31 percent of fatalities. Additionally, almost half of all gun-related homicide victims fell into the 15–29 age group.

In almost half of all homicides where a gun was used, the victim had not yet reached 30 years of age. With the exception of drug overdoses, more people under 30 years old are dying via gun violence than from any other cause; in the past few years, gun violence has surpassed even car crashes as a cause of death for this age group.

Therefore, it appears society is at the genesis of what may be the "new normal." In addition to the most horrific of the crimes—murder—data from the National Crime Victimization Survey indicate that, during the five-year period from 2012 to 2016, approximately 840,000 people in the 15–29 age bracket were victims of some other type of violent crime in which a firearm was involved. That averages out to 459 young people each day being victimized by a violent offender with a gun. These victims are in addition to the 11,947 people ages 15–29 (32 per day) who were killed in a gun-related homicide in 2016 alone.

WHERE TO START

It should be noted that the majority of offenders who take the lives, via gun violence, of those in the 15–29 age group also fall within that same age range. Offenders in their 30s and 40s are not usually the ones gunning down people 15–29 years old. Therefore, it behooves one to take a good look at the offenders to figure out how youth violence can be prevented in the first place.

According to the Centers for Disease Control and Prevention (CDC), homicide is the third leading cause of death for ages 10–24. (Note that the age group changes somewhat from the earlier statistic cited. The CDC statistics start with 10 years old and leaves out ages 25–29.) The CDC goes on to say that 14 people in this age bracket are victims of homicide each day, and 1,300 are "treated in emergency rooms for non-fatal assault–related injuries." These numbers are not confined to gun-related homicide. These lower figures illustrate just how turbulent and dangerous the ages of 25–29 are for those in the United States.

The CDC's technical package identifies six basic actions that can limit the potential for a youth to become violent.

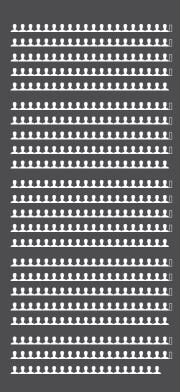
- 1. Promote family environments that support healthy development.
- 2. Provide a quality education.
- 3. Strengthen the youth's skills.
- 4. Develop a connection between the youth and caring adults and activities.
- 5. Create protective community environments.
- 6. Intervene to lessen harm and prevent future risk.

These steps can turn a young person around before he or she spirals into violence.

However, who is responsible for the implementation of the aforementioned sound



94%
of the most violent cities in
the world are in North and
South America



459

average number of young people each day being victimized by a violent offender with a gun



10-24

14 people in this age bracket are victims of homicide each day



3.6 PER 100,000

Massachusetts gun deaths per 100,000 people in 2016



9.9 PER 100,000

New Hampshire gun deaths per 100,000 people in 2016



> **21** PER 100.000

Alaska, Alabama, and Louisiana each had more than 21 gun deaths per 100,000 people in 2016



97%

of gun license applications are accepted in Massachusetts, a state where gun ownership is near the lowest in the United States CDC recommendations? Where can law enforcement make a difference? At first glance, the fifth action—"create protective community environments"—and the sixth—"intervene to lessen harm and prevent future risk"—seem doable for law enforcement. Nevertheless, that leaves four points that must also be addressed if success is to be found, and, in many cases, it seems as though all six points must be met if violence prevention is to be fully realized.

As a result, the question arises (and must be answered): What can law enforcement do to tie the other points (outside of their control) into the successes they may be having?

IT STARTS WITH COURAGEOUS LAWMAKERS

The police uphold the law. They do not make the law. So while law enforcement may (and often does) get the brunt of what is perceived as failed policies and operations, the fact of the matter is law enforcement can succeed only when given the appropriate tools, including legislation that supports enforcement of a particular issue. With regard to juvenile gun violence (offenders and victims), one U.S. state's lawmakers appear to have made greater strides than any other state.

Massachusetts requires residents to acquire a permit from their local police department in order to purchase a gun. The process includes paperwork; interviews; background checks; and, ultimately, the discretion of the agency police chief who may still deny a license if important problematic facts arise about the gun purchaser.

Once all of this is complete, a person can go to the gun store with the newly acquired permit (license) and purchase a gun, a transaction that will be registered in the Massachusetts Gun Transactions Portal. These rules also apply to private sales or transactions, such as a father giving a firearm to his son.

The obvious question, then, is whether this strict system works. Massachusetts (according to 2016 figures) had 3.6 gun deaths (all deaths, not just youths) per 100,000 people. Its neighbor, New Hampshire, had 9.9 gun deaths per 100,000 people. Three states with exceptionally lenient gun laws (Alaska, Alabama, and Louisiana) each

had more than 21 gun deaths per 100,000 people.

It is important to note that 97 percent of the gun license applications in Massachusetts are accepted, according to a 2017 analysis. Therefore, a major point of contention about gun license requirements does not exist—the state is not turning down most people who wish to purchase guns. In reality, based on the gun deaths per 100,000 people statistics, the difference is so startling that one may question whether Massachusetts just has less gun ownership than other states. The answer is a resounding "Yes!" Massachusetts gun ownership is near the lowest in the United States.

But it is not only gun-related homicides that are less frequent in Massachusetts. The rates of gun-related suicides, domestic violence, and violence against police are also lower than in many other U.S. states. Harvard University Professor of Health Policy David Hemenway summed it up best: "All other things equal, (places) where there's strong laws and with few guns do much better than places where there's weak laws and lots of guns."

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What is rather interesting is that in a 2013 *New England Journal of Medicine* survey, 77 percent of people in the United States favored a gun licensing policy. Naysayers would want to know who was surveyed and whether the data retrieved was valid and reliable. That surely is a legitimate counterpoint and remains a point of contention for both sides of any argument. Additionally, it



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is obvious that Massachusetts' square peg solution will not fit easily into Alabama's round hole issues and vice versa.

A police chief's discretion, as applied in Massachusetts, may fail to get much traction in other states. But in an instance where a woman goes to a police chief and states that her husband (who has applied for a license) has confided in her that he is feeling suicidal, should the chief be unable to at least temporarily stop the licensing process? Should the chief just nod and do nothing? Can police discretion assist in strengthening some legislative initiatives? Or does such discretion lead, as some believe, to too much power? It is a debate worth having in order to move gun legislation forward.

Youths are naturally a subsection of those who benefit from stronger gun laws. One may argue that the youths who are getting murdered are not being gunned down by those who legally purchased firearms; by the same token, the youths who commit these heinous crimes are not legally purchasing the weapons either. It is a sound argument. But once more, huge declines in gun-related deaths (of all kinds) have plunged in areas where laws are stricter. This fact cannot be denied, though many try to. When gun deaths plunge, so do the

premature deaths of those aged 10–29 years old. It really is that simple.

WHEN GUN DEATHS PLUNGE, SO DO THE PREMATURE DEATHS OF THOSE AGED 10-29 YEARS OLD. IT REALLY IS THAT SIMPLE.**

Perhaps clarity lies in examining how and why automobile-related youth deaths have declined. The answers are surely nestled in there—para-

digms were shifted, and long-held arguments were defeated. One can now look to things that were changed in regard to automobile car crash deaths such as speed restrictions, license requirements, and other safety laws, and ask "Why did it take so long to figure out something so obvious?"

There are many different studies and hypotheses in regard to gun policies. The Rand Corporation launched a Gun Policy

in America initiative that specifically looked at a variety of gun policies that fit into the stringent methodologies Rand felt necessary to pinpoint causal effects. In the 63 studies Rand focused on, only one policy had evidence that was classified as supportive for an effect on a particular outcome—child-access prevention laws. "Child-access prevention laws reduce firearm self-injuries (including suicides) and unintentional firearm injuries and deaths among children."

While unintentional firearm injuries or deaths do not fall into the purview of violence, per se, this example does show that there are some legislative paths that can bring about success in a particular area. Another area showing some success is background checks. Rand has found moderate evidence that background checks reduce firearm suicides and homicides. Still, these policies deal with those who wish to buy new firearms—not those who already own guns. A 2014 Duke University study estimated that there are somewhere between 200 and 300 million privately owned firearms in circulation. Think about that for a moment—200 to 300 million. If the best estimate has a range of 100 million, there is a problem. In this case it indicates that there is no real idea of just how many firearms are out there.

There is no doubt that youths, when not directly targeted, can still be victimized by the things they witness. Post-traumatic stress disorder often manifests as aggression and, potentially, violence in these young witnesses. It is an ongoing cycle that seemingly has no end to it. Schools across the United States have developed threat assessments that aim to catch the potential for student violence at the earliest possible indication. They are successful—most of the time. Law enforcement often gets involved at this juncture; however, there is more that needs be done.

PERSPECTIVE FOR LAW ENFORCEMENT

A return to statistics is very much needed to bring this concern full circle prior to offering law enforcement buy-in to potential solutions. The mission must be meted out before boots on the ground can march toward successful intervention.

To begin with, things have been worse; take 1993, for instance: "The number of

known juvenile offenders in 2016 was about one-third the numbers in 1993 for white and black youth." Black youth homicide offender numbers peaked in 1993 with nearly 1,800 homicides; white youth homicide offender numbers peaked in 1994 at just over 1,000. However, in 1980-2016, the average number of black juvenile homicide offenders was 26 percent above their 2012 low point, while the average number of white juvenile homicide offenders was 25 percent above their 2013 low point. In 2016, although black juvenile homicide offenders still outnumbered white juvenile homicide offenders, the gap dropped from about 800 to approximately 300-400.

As with race, the ages of the homicide offenders do not provide much insight, as the gun homicide numbers for juveniles spiked and peaked at the same times across all juvenile age ranges. There was no specific racial or age group that bucked the trends.

What is equally as eye-opening is that

in the 1980s, 25 percent of the murders involving a juvenile offender also involved an adult offender. This proportion grew to 31 percent in the 1990s and averaged 41 percent during the last 10 years.

The numbers can be a bit deceiving in that the 16-year-old who gets involved in nefarious acts with a 20-year-old would fall into the category of involving both a juvenile offender and an adult offender, despite both individuals being young. However, the author argues that the adults discussed in this study fall into the 15–29 range—and this is where law enforcement needs to focus the periscope.

LAW ENFORCEMENT'S ROLE

Good crime strategies, unlike open cans of food, do not spoil when put back on the shelf. They may be misplaced or forgotten, but that does not mean they are no longer relevant. In fact, many good strategies conceived decades ago seem as though they would fit perfectly today. For instance, in February 1999, the Bureau of Alcohol, Tobacco, and Firearms (ATF) produced the *Youth Crime Gun Interdiction Initiative* (*YCGII*) *Performance Report*.

The focus of YCGII was to determine how juveniles illegally acquire crime guns. Congressional funding was aimed at crime gun tracing and strengthening the enforcement portion of the equation regarding gun laws, with more ATF agents assigned to the overall initiative.

The IACP recognized the value that the YCGII had when setting forth "a resolution recommending tracing and trafficking strategies to its members." The idea was to have more police agencies use tracing methods to fully understand the illegal gun market. Two decades later, the IACP Firearms Committee is still working diligently on this very issue.

The YCGII identified interstate gun trafficking, corrupt federal firearm licensees, and straw purchasers (including one for a street gang at a gun show) and was involved in the recovery of more than 3,300 illegally trafficked firearms. ATF also recommended 57 cases (77 defendants) for federal prosecution. But the real success laid in the fact that, from 1993 to 1998, violent crimes committed with firearms dropped by 27 percent.

In the YCGII report, there was significant discussion about "time-to-crime," which is the time it took for a gun to move from retail purchase to law enforcement recovery post-crime. The thinking went that if the "time-to-crime" was less than three years, it was a good indicator of gun trafficking, along with a concentration of certain makes of guns.

In any case, the proactive initiative worked. An initial 27 percent decline in the violent crimes is the proof that argues for a return to successful strategies. To put it into proper perspective, the number of people in the United States who died via civilian gun deaths from 2000 to 2015 outnumbers all the U.S. combat deaths in World War I, World War II, the Korean War, and the Vietnam War combined.

Changing the paradigm is what is most important when dealing with youth gun violence. ASK (Asking Saves Kids) is one such pattern shift. It encourages parents to determine whether there is any gun in a house their child may be going to visit. The resistance many have to asking the tough questions must be challenged and defeated. Paradigms have been changed with seat belts and drinking and driving; likewise, changes need to be made regarding guns and youths. This is where the police come in. Law enforcement was extremely instrumental in seat belt and driving while impaired education. Law



25%
of murders involving a
juvenile offender also
involved an adult offender
1980–1989



31% of murders involving a juvenile offender also involved an adult offender 1990–1999



41%
of murders involving a
juvenile offender also
involved an adult offender
2010-2019



enforcement must also take the lead in youth gun violence education. Moreover, there must be a consistent pressure applied to those who are not onboard with such proactive education.

The suicide fatality rate with firearms is almost 90 percent. The suicide fatality rate with poison and cutting is less than 3 percent. Now one could argue that people serious about taking their lives will shoot themselves or jump from a high height. Suicides are often impulsive. Firearms and jumping to death present an "all-ornothing" proposition. It does appear that the availability of a firearm adds a risk factor for suicide. Firearm suicide is still firearm violence.

As Professor Hemenway suggested, there is a public health component to the issues arising from firearm violence, particularly where youths are concerned. He also acknowledged that it can take decades for improvements where firearms are concerned; yet, with less than a decade of intense pressure, massive safety improvements were imposed on the auto industry.

The question is *why*? Why can one major industry finally make the right choices while another seems to drag its feet? The answer doesn't matter. What does matter is that law enforcement, regardless of size,

location, and area, must get involved. The interest must dictate future actions. Law enforcement agencies are an extension of the communities they serve. That being said, the police cannot remain slow to challenge the opposition they may incur (e.g., gun rights lobbyists).

Only a decade ago, the tobacco lobby looked invincible. Yet, in the end, public health concerns won out. Preventing youth death via firearms should be the next success story, but it will take courage and a lot of perseverance. While law enforcement did not have a say in tobacco-related issues, its voice should roar each and every time officers need to respond to the violent gun-related death of juveniles (or, quite frankly, any young person under 29 years of age) who either had their life viciously ended because of firearm violence or permanently altered due to their actions in connection with firearm violence.

In conclusion, to quell the scourge of youth gun violence, law enforcement needs to join with businesses and civic groups in order to develop programs that will assist in combating the tragedies. Law enforcement officers must be willing to dig in their heels and summon their best Howard Beale: "I'm as mad as hell, and I'm not going to take this anymore!"

The main focus is to nip things in the bud. Stop the violence before it occurs. The Centers for Disease Control and Prevention, just by its name alone, concedes that gun violence is a health issue. Professor Hemenway said the same thing. Everyone, including law enforcement, should take notice.

Law enforcement holds the syringe and the serum to inoculate a crime-weary citizenry, who are beyond exhausted, regarding the youths who are losing their lives to gun violence as victims and offenders.

Law enforcement, seemingly, is the driving force that can push the envelope. If success is to be had in regard to the aforementioned youth violence, it will start with law enforcement and the initiatives put forth. Law enforcement is the divining rod that will point toward success. But the issue does call for a very proactive approach undeterred by those who have consistently derailed any productive discussion regarding firearm policy. If law enforcement is up to the task, if it can put aside the threat of rabid lobbyists, then maybe, just maybe, youth violence can go the way of traffic crashes and tobacco usage. If not, the tragedy of youth violence may be recognized only by the smoke left behind. O

I'M AS MAD AS HELL, AND I'M NOT GOING TO TAKE THIS ANYMORE!

IACP RESOURCES

- Reducing Gun Violence in Our Communities
- Project Safe Neighborhoods Training and Technical Assistance Initiative
- Vital Partners: Mayors and Police Chiefs Working Together for America's Children and Youth

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THE CHANGING FACE OF FIREARMS IN NEW ZEALAND







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New Zealand Gun Buy-Back Open Day, July 2019 ▶

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Mike Clement, Deputy Commissioner, National Operations, New Zealand Police



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Handout / Handout

AT 1:40 P.M. ON MARCH 15, 2019, **NEW ZEALAND FACED ITS WORST** FIREARMS ATTACK IN THE COUN-TRY'S HISTORY. Within moments, the first of many reports reached the emergency floor of the Justice Precinct Building in central Christchurch, the main city in the province of Canterbury. The facility, built to support the city following the devastating earthquakes of 2011, was front and center in dealing with a threat of another kind.

This time, a lone gunman, a terrorist strong on hate, carried out a cowardly and brutal attack on New Zealanders. The panicked calls the precinct received painted a picture of incredible human tragedy—women, children, and men gunned down as they worshipped at two mosques. In less than 20 minutes, 50 people lost their lives and a further 40 were seriously wounded. It was a completely unprovoked attack on innocent people taking part in prayer.

A Response to an Unprecedented

> Frontline police and the Armed Offenders Squad were deployed and on the ground within minutes. The alleged offender (who will not be named) was using lawfully obtained semi-automatic firearms equipped with large capacity magazines to maximize the human toll. He was intent on causing further destruction across Canterbury when he was apprehended by New Zealand Police (NZ Police) officers at 1:59 p.m.

Gun Attack

The work done by police and all emergency service responders on the scene was a key factor in ensuring that only one further victim succumbed to their horrific injuries. Immediately triaging victims by need, the incredible skill and exhaustive effort of paramedics, doctors, nurses, and other medical staff unquestionably saved lives.

Regrettably, for some in law enforcement, this may sound like a familiar scene, but for New Zealand, this was the ultimate in innocence lost. The country was in shock, and the news of this horrendous attack quickly reverberated around the world. New Zealanders—Kiwis—of all ethnicities and creeds rallied around to support the Muslim community and the people of Christchurch.

POLICE RESPONSE

The terror threat in New Zealand has historically been low or very low. The tragic events of Christchurch in March changed the terror threat landscape significantly, and NZ Police's role in investigating and preventing further tragedy was suddenly magnified.

There was an immediate need to give reassurance and to provide answers as to how and why this had happened. The victims and their loved ones, await the trial of the accused in 2020 and the outcome of a Royal Commission of Inquiry, due to report back by the end of this year.

A complex investigation into the attack was immediately underway, and protective security measures were implemented. Armed police were deployed and highly visible in Christchurch and throughout New Zealand, particularly at mosques and at the many vigils Kiwis held to show support for the victims' families and the wider Muslim community.

"Action on New Zealand's gun laws was at the top of the agenda to ensure an atrocity like this would not happen again."

A wide range of resources including frontline staff, tactical teams, disaster victim identification, family liaison officers, ethnic service providers, and investigators were also deployed to Christchurch to support the community. The professionalism of the hundreds of police staff was seen through the tireless work carried out by the scene examiners, the meticulous work done by the disaster victim identification team, and many others—all working to provide as much information as possible to the loved ones who had lost their family members in this tragic event.

While continuing to closely monitor the threat level, the NZ Police continued to reassess its position regarding the arming of frontline staff based on the threat. It is now clear that this was a lone gunman; however, it took time to be sure and put into context other concerns that emerged in the aftermath of March 15.

A month following the attack, there was a phased transition back to the normal approach regarding police carriage and access to firearms. While still maintaining its tactical capability to respond to incidents as required, the agency wanted to assure the public they would see fewer police officers routinely carrying firearms.

Police had immediately begun preparing information for the government, which was keen to respond quickly. Action on New Zealand's gun laws was at the top of the agenda to ensure an atrocity like this would not happen again.

BACKGROUND: FIREARMS IN NEW ZEALAND

What was gun control like in New Zealand prior to March 2019? Nearly 30 years earlier in 1990, the deadliest mass shooting in the country (prior to the March 15 incident) occurred when a gunman, using two military-style semi-automatic (MSSAs) firearms, killed 13 people in the remote southern town of Aramoana. The Arms Act at the time gave firearms owners a license for life with no requirement to register their firearms.

There had been concerns raised by police before the Aramoana event about the influx of military assault rifles into New Zealand, and an attempt to halt the importation of them was made. After the event at Aramoana, the Arms Act was amended to put tighter controls over MSSAs, but it did not ban them. The modular construction of AR15s and AK47s and the ready conversion of semi-automatics to MSSAs were not discussed at the time.

In the years following, police continued to try to limit the importation of MSSAs and called for stricter laws regarding all semi-automatic firearms. In the meantime, New Zealand faced another mass shooting in 1997, in the small town of Raurimu, where six people were killed by a gunman with a revoked firearms license.

To put things in context, of New Zealand's population of nearly 5 million, approximately 248,000 people are licensed firearms owners. Licensees do not need to register the actual firearms they own unless it is an endorsed firearm, for example: an MSSA, a pistol, or a restricted weapon (for collectors of automatic firearms). Owners of these types of firearms make up just half a percent of all firearms licensees. With such minimal registration and some import data, police estimate—and it is an estimate—that there are 1.2–1.5 million firearms in circulation. Most of these firearms are used extensively in the rural sector and for the popular sport of hunting, with the remainder used for sports shooting or kept in gun collections.

The gang scene in New Zealand has evolved and changed over many years, as it has globally. The proliferation of gangs with associated violence coincides with the supply and demand for methamphetamine.

In early 2019, improvements were made to the system to capture the details of incidents when police encounter firearms during their day-to-day activities. The data are building a more comprehensive picture of firearms across New Zealand, particularly as they emerge in the police operating environment.

In just six months of collecting data in this way, the NZ Police were able to paint a clearer picture of where and what type of illegal firearms police officers were encountering on the front line.

This information is vital if the agency is to understand the threat to its frontline staff. On a day-to-day basis, Kiwis and visitors to New Zealand will not see police routinely carrying a firearm. First responders carry Glock pistols and Bushmaster semi-automatic firearms in locked safes in their vehicles, and they wear stab-resistant body armor with hard armor plates when appropriate.

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All police officers who access and use firearms are trained and certified to do so. The NZ Police has a robust firearms training regime that is focused on officers using their judgement to continually assess evolving situations and consider the range of tools available to them to respond. Firearms-related training involves but is not limited to live firing, marksmanship, scenario-based training, simulator training, and tactical awareness. The adequacy of the training is continually reassessed given the operating environment in which officers work.

A RESPONSE TO FIREARMS VIOLENCE

The accused who allegedly carried out the atrocious terrorist act on March 15 had legally obtained the firearms he used, and the individual was a licensed firearm owner. As is publicly known, he was an Australian citizen in his 20s, and he had been residing in New Zealand for a couple of years. To obtain the license to possess semi-automatics and other firearms, he was vetted by police under the normal process. He was not known to police for any criminal activity or concerning behavior. It was only after the attack that his views on white supremacy emerged, via social media platforms.

Due to the use of social media by the accused on the day of the attack, New Zealand Prime Minister Jacinda Ardern formed the Christchurch Call—a commitment to engaging social media platforms

to eliminate the opportunity for hate and extreme violence to be spread. This commitment is gaining momentum, and social media platforms are responding positively.

However, on the afternoon of March 15, the spotlight was very much on current gun legislation and whether it was serving its purpose.

The NZ Police's response to the New Zealand Police Minister Stuart Nash, Prime Minister Ardern, and cabinet was swift. Just seven hours after the event happened and the perpetrator was in custody, the police minister and prime minister were provided with a briefing detailing gaps in gun laws.

The very next day, the prime minister announced that semi-automatic firearms would be banned. By March 21, the official order from the governorgeneral reclassified some semi-automatics as MSSAs, effectively restricting access to those firearms until the laws prohibiting them came into effect. What followed was the development of the Arms (Prohibited Firearms, Parts and Magazines) Amendment Bill by police staff, along with impact assessments and additional advice. The bill was introduced to expected opposition by some people who felt unfairly criminalized for owning semi-automatic firearms. With a legal framework set in place by April 12, the NZ Police worked on a compensation scheme.

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The compensation scheme, or buy-back, needed to recognize licensed firearms owners who were now in possession of prohibited items through no fault of their own. To gain some insight from a similar jurisdiction, the NZ Police consulted with its Australian counterparts who had been through a similar exercise following the Port Arthur massacre in 1996 and carried out a gun buy-back at the time.

The police then worked with external consultants to develop a price list that balanced fair compensation for people's firearms and a fair cost to New Zealand taxpayers. After consulting with farmers, dealers, and industry experts, the police published the first iteration of an extensive and detailed price list that now includes more than 400 makes and models of firearms and nearly 50 parts, including magazines and accessories.

On June 20, the first Prohibited Firearms and Parts Buy-Back Price List was published on the NZ Police's website. A budget of NZ \$208 million was announced by the government for the compensation scheme.

GUN BUY-BACK AND AMNESTY

The gun buy-back's objective is to remove as many semi-automatics, including military-style firearms and parts, from circulation within a six-month amnesty period that concludes December 20, 2019. This requires a huge logistical exercise on the part of the NZ Police.

After a central program team had been established at the police headquarters, New Zealand's 12 police

districts were called upon to set up a team in each district to specifically carry out the buy-backs. Each district team of up to 15 personnel, made up of police staff and civilian contractors and led by an inspector and senior sergeant, participated in training to prepare them for large-scale firearms collection events. This training included operating procedures and firearms assessments to ensure they could accurately assess the condition of a firearm or part presented to them, with a strong emphasis on health and safety. The training has continued throughout the buy-back program to keep staff updated on any new firearms added to the buy-back list, enable discussion of any lessons learned from previous events, and ensure strong customer service.

Behind the scenes, an online system was created for people to notify the police of their prohibited firearms and parts, which they do before handing them in. A software-enabled system was also needed to catalog the thousands of surrendered firearms and parts, in addition to a payment system. Building this software while accommodating the business requirements has been a huge undertaking. The system isn't without vulnerability, given the timeline to production; however, with robust support, it is coping with the demand.

Collection events required the police to coordinate signage, uniforms, catering, computer hardware, bullet catchers, and other safety mechanisms. An engineering manufacturer provided a piece of equipment for each district, known as the Press or Bulldozer, to crush each firearm collected

at the point of surrender and make it inoperable.

Another logistical aspect to consider was the final disposal of the firearms. All prohibited firearms and parts collected at these local events and at other options for hand in are moved securely to commercial facilities where they are shredded and turned into scrap metal.

The collection events needed to be highly accessible to both rural communities and urban areas and take place frequently at times that worked with most people's schedules. The first event started in Christchurch on July 12. In the first three months of the Amnesty & Buy-Back (A&BB), more than 250 events were scheduled throughout New Zealand. These collections have been held at racecourses, sports clubs, and community halls—anywhere with good parking that was central to the locale. These events will continue to run until the end of the amnesty on December 20, 2019.

Firearms at a collection point



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Other options for people to hand in their firearms are via approved licensed gun dealers, bulk pickups at homes, and police stations.

Under the legislation, there is also the option of having certain prohibited firearms modified, so the NZ Police have approved a number of gunsmiths who are able to permanently modify the magazine capacity of some prohibited firearms with non-detachable tubular magazines. A payment is made to the gunsmith as part of the buy-back scheme to carry out the modification for people who wish to legally hold onto their firearms.

The police were also required to set up a number of valuers to assess prohibited firearms that are rare or unique, so that an owner may apply for compensation if the turned-in firearm meets the criteria set in the regulations.

All of these aspects of the A&BB program added up to a complex range of requirements to launch and complete in six months.

RESULTS

The gun buy-back is something the NZ Police has never done before, and they've had to bring the firearms community along with them. It has meant communicating right from the beginning that the prohibition of semi-automatic firearms was not intended to blame or penalize law-abiding people with legitimate uses for

LEGISLATIVE RESPONSE TIMELINE

MARCH 15, 1:40 P.M. Terror attacks on two mosques. Offender in custody at 1:59 p.m.

MARCH 15, 9:00 P.M. Police provide detailed brief to prime minister.

MARCH 16 Prime minister declares there will be a ban on semi-automatics.

MARCH 21, 3:00 P.M. A ban on all MSSAs and assault rifles goes into effect.

MARCH 25–31 Police draft Arms Amendment Bill.

APRIL 1 Arms (Prohibited Firearms, Parts and Magazines) Amendment Bill introduced to Parliament.

APRIL 2–10 Submissions received. Police deliver report to Select Committee; second and third reading of the bill.

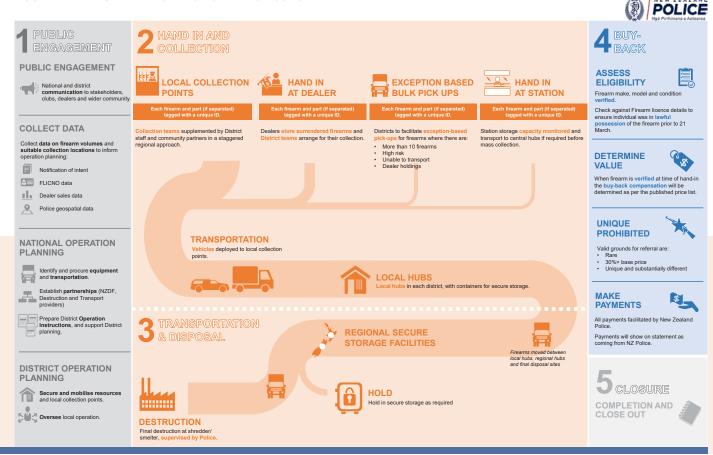
APRIL 11 Law passed by Parliament.

APRIL 12 Amended Arms Act takes effect.

JUNE 20 Prohibited Firearms Amnesty and Buy-Back scheme introduced. Budget set at NZ \$208 million.



FIGURE 1: AMNESTY AND BUY-BACK OPERATION CONCEPT



their guns. Instead, it was directed at making sure the events of March 15 never happen again.

Before the A&BB began, the NZ Police met with firearms associations, gun clubs, dealers, the rural and agricultural communities, and firearms industry leaders. The program has been agile in terms of adding prohibited firearms to the Buy-Back Price List when the team is notified that a certain make and model should be compensated under the scheme.

The process aside, the key focus of the teams on the ground and at the program level has been the style of engagement and the values they bring to this huge task. The intent throughout has been to treat the law-abiding gun owners with respect; to acknowledge throughout that the law had changed through no fault of those people; and to ensure, to the extent possible, that the owners received fair compensation for their firearms and parts. The success of these efforts has been tested through exit interviews, and while an interim progress report is still forthcoming, the current results suggest that these goals have been achieved to an extremely high level, which is a credit to all involved.

The NZ Police gang liaison teams are communicating to gang leaders that the time is now to hand in their illegal firearms under amnesty—no questions asked, but no monetary compensation either. The discussions with them continues as part of the A&BB.

There are a few exceptions to the legislation—some collectors and pest controllers, for example—who can apply for an exception endorsement on their firearms license. This is another aspect of the process that must be completed within the amnesty period.

It was known when this process started that many gun owners had strong attachments to the firearms they used for hunting and recreational use, and others would have firearms that had been passed down through the generations. It was important to recognize these situations and make the process of handing in firearms as painless as possible. Being cognizant of this fact and treating each customer with care and respect as they hand over their firearms have been key to the success of the buy-back so far.

As of October 15, the NZ Police had collected more than 30,000 firearms as part of the A&BB. More than 110,000 parts, accessories, and magazines have been handed in, and a total of NZ \$56 million has been paid out to firearms owners. Of the firearms handed in, more than 4,000 are MSSAs, and thousands more are other styles of semi-automatic weapons and shotguns. The engagement by the firearms community has been overwhelmingly positive and fair. However, at the time of writing, there are still more than two months to go and a lot more work to do. Come December 20, there will be no more compensation—no exceptions.

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THE FUTURE OF GUN LAW IN NEW ZEALAND

There is a new emphasis on public safety and personal responsibility for firearms in a second set of legislative changes following the mosque attacks. This second amendment to the Arms Act, currently going through the Select Committee and public submission process, is a move to strengthen New Zealand's firearm regulatory regime.

While this process still has some way to go, one aspect of the proposed law—registration required for all firearms—has long been the subject of much debate. This and other proposals, including an increase in penalties for those who misuse firearms, will provide a stronger legal framework.

Members of the public now have time to have their say on these proposals. The NZ Police know that there will be a significant expectation for them to administer these new provisions, and they are preparing for it.

CONCLUSION: NZ POLICE'S COMMITMENT TO SAFER COMMUNITIES

Law abiding gun owners in New Zealand aren't responsible for the tragedy of March 15; however, the cowardly act by a lone gunman who slaughtered 51 people has changed the country's firearms environment forever.

The vast majority of New Zealanders will undoubtedly support the change; importantly though, not all have. Not all gun owners are happy about surrendering their firearms, but they are doing the right thing. Nearly 17,000 New Zealand firearms owners have taken part in the Amnesty and Buy-Back program so far, and it is not yet finished.

The NZ Police's role has been to ensure that Amnesty and Buy-Back program is conducted in a fair and respectful way and will meet the agency's current and future obligations under New Zealand's evolving firearms legislation. The NZ Police wants New Zealand to be the safest country in the world, and improving firearm legislation and enforcement is a vital part of making that happen. $\mathfrak O$

IACP RESOURCES

- Support to Prohibit the Possession or Transfer of Certain Firearm Accessories (resolution)
- Taking a Stand: Reducing Gun Violence in our Communities

theIACP.org

 "50 Years After the UT Tower Attack: Lessons for Law Officers Remain Timely As Ever" (article)

policechiefmagazine.org

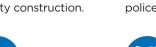
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Crime Victim Advocacy in the Aftermath of Firearms Crime

B,

Erik Scairpon, Captain, Redmond Police Department, Washington

WHEN SOMEONE DISCHARGES A FIREARM IN AN ACT OF VIOLENCE, THIS AFFECTS THE LIVES OF MULTIPLE PEOPLE WITHIN A COMMUNITY. One successful model for addressing the impacts of crimes on a community—and specifically those related to firearms crime—is deployed in Washington state by the nonprofit organization Victim Support Services. The agency works in partnership with local law enforcement and other service agencies to provide services to a geographic zone surrounding Seattle, Washington, and other counties to the north and west. The mission is to support victims of crime through advocacy, education, and awareness.

Victim Support Services provides successful programs to the community, and the foundations for this success are lessons learned from experience, applied to partnerships, traumainformed care, and community restoration. Police agencies are aware of the increasing need to focus on the issue of gun violence. A congressional survey, commissioned in 2015, found that, in the United States over a 15-year period, there were 317 mass shootings, killing 1,554 victims and wounding another 441 victims. Notably, the congressional report did not consider the myriad firearms incidents that affect communities every day.

VICTIM SUPPORT SERVICES

Grassroots organizers founded Friends and Families of Missing Persons and Violent Crime Victims, later to become Victim Support Services, in 1975, after the abduction and subsequent murder of a local teen, Vonnie Stuth. During the mid-1970s, the U.S. Pacific Northwest experienced many disappearances of young women and children. Family members of the missing and murdered individuals struggled to find help or advocacy and found the criminal justice process frustrating and overwhelming. From the grassroots efforts that founded the agency in 1975 to the present day, Victim Support Services has focused on a community- and victim-centered approach to addressing crimes (to include firearms crimes) through empathy, advocacy, and resiliency.

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FORMING PARTNERSHIPS IN ADVANCE OF A CRISIS

The professional relationships that law enforcement develops with victim service providers before a crisis are critical to the rapid recovery of a community that experiences firearms violence. When law enforcement responds to a firearms crime, the usual policing actions follow with investigation and referral for prosecution. The unfortunate reality is that the criminal justice system continually comes up short in this area. There is always something for police agencies to focus on next, another call or another investigation. Violence impacts communities in ways that have ripple effects across years and in ways that police resources cannot attempt to influence. However, strong partnerships with victim services agencies can help manage the complexity of these situations.

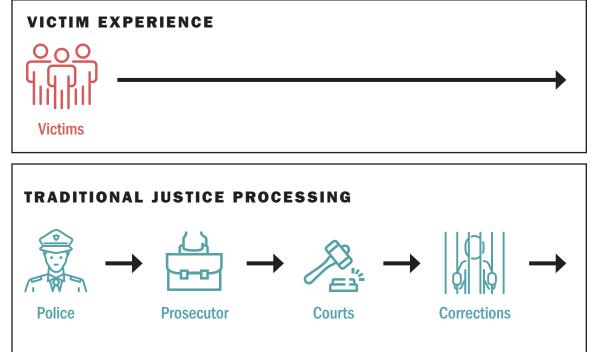
An effective victim services agency provides targeted support devoted to buffering many of the negative effects of victimization in a connected fashion that goes beyond the traditional model of victim services interactions. Victim services experts explain that crime and victimization typically have a profound impact on those affected, and—while developments within their cases, such as an arrest, prosecution, or conviction, can assist in rebuilding a sense of control—victims report feeling like "outsiders" in the criminal justice system and process.

Many police agencies and prosecutors' offices have dedicated crime victim advocates, but they are predominately assigned to sexual and domestic violence cases. Further, the volume of cases presented to these resources overwhelms the agencies' ability to provide personalized service at the level desired by victims. The work that victim advocates do helps to span the organizational boundaries of criminal justice agencies. Victim services attend to the needs of those who are often left frustrated, harmed, and at a disadvantage in understanding how the justice system works.



FIGURE 1: TRADITIONAL JUSTICE MODEL





"A congressional survey, commissioned in 2015, found that, in the United States over a 15-year period, there were 317 mass shootings, killing 1,554 victims and wounding another 441 victims."

As seen in Figure 3, research has found that "victim workers are well situated to buffer, filter, translate, diffuse, and mediate between two potentially conflicting domains." Additionally, the study's authors report that the nature of the relationship that a victim support provider has with the victim, combined with the lack of associated decisionmaking authority by the support provider, permits a stronger empathetic bond. This bond allows the advocate to focus on hearing the concerns of the victim, providing and clarifying information, and assisting victims in feeling empowered within the criminal justice system. The model presented in Figure 3 most closely represents how Victim Support Services has aligned strategy to work with law enforcement agencies and provide benefits to victims of crime. Depending on the jurisdiction, Figure 2 provides a window into how some police agencies still desire to work, but, as noted by academics, this structure might not be in the best interest of victims.

There is a critical need to have strong partnerships in advance of firearms violence. Through the development of strong relationships among advocates, mental health providers, law enforcement, other criminal justice agencies, the media, and schools, communities can create a more resilient future in the face of one-on-one gun violence and other traumatic events.

TRAUMA-INFORMED THERAPY FOR COMMUNITIES

It takes years for a community to recover from firearms violence. In that time, law enforcement and criminal justice agencies have generally moved along to the next investigation or the next case. Victims and witnesses who experience or are affected by firearms crimes need to have an outlet to process and explore their emotions. Individually, those who suffer firearms crime experience trauma with symptoms such as difficulties with emotional control, emotional numbness, dissociation, depression, struggling with a sense of self or the world, and substance abuse. By using a trauma-informed approach, victim services agencies and criminal justice partners can begin to understand the physical, social, and emotional impacts that victims experience and how to encourage proper selfcare for advocates and staff who handle victims' needs. The Office for Victims of Crime Training and Technical Assistance Center, hosted by the Office of Justice Programs, calls for a focus on victim-centered practices incorporating three approaches:

- 1. realizing the prevalence of trauma,
- identifying how trauma impacts those involved, and
- 3. applying the acquired knowledge into strategies to be carried out.

Skill training and peer support are among the key strategies used to help deal with the challenges faced by victims. In cases involving firearms, victim advocacy skill training can consist of office-based therapeutic services and peer support can take the form of a therapeutic retelling support group for loved ones of homicide victims. School shootings, mass shootings, and one-on-one firearms violence can all lead to the direct and indirect exposure of trauma for witnesses and survivors, with effects that often go ignored.

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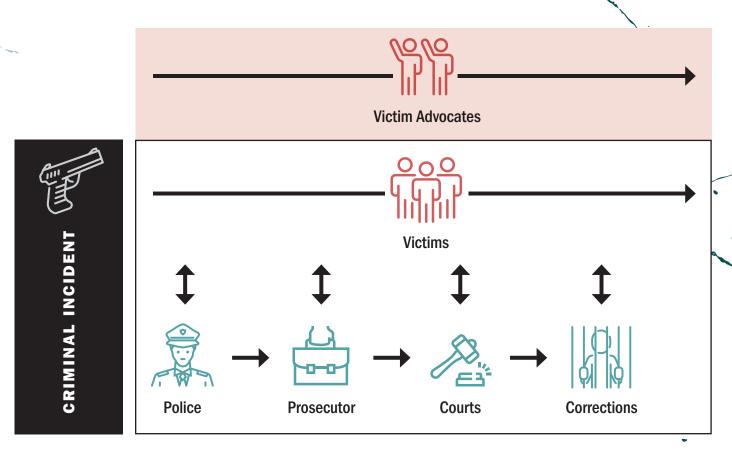
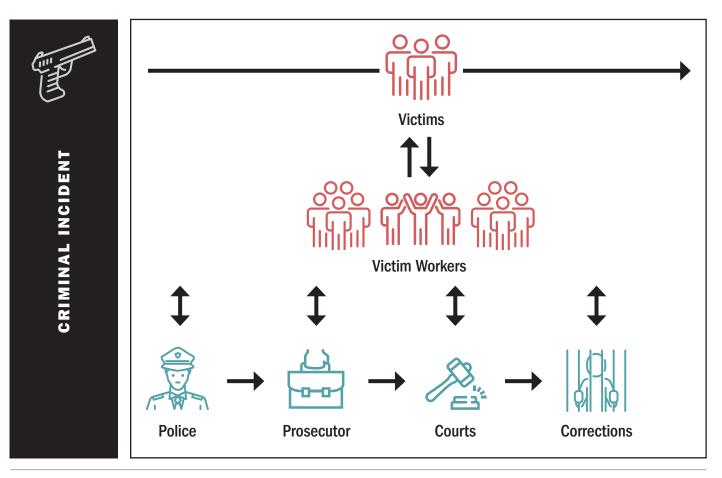
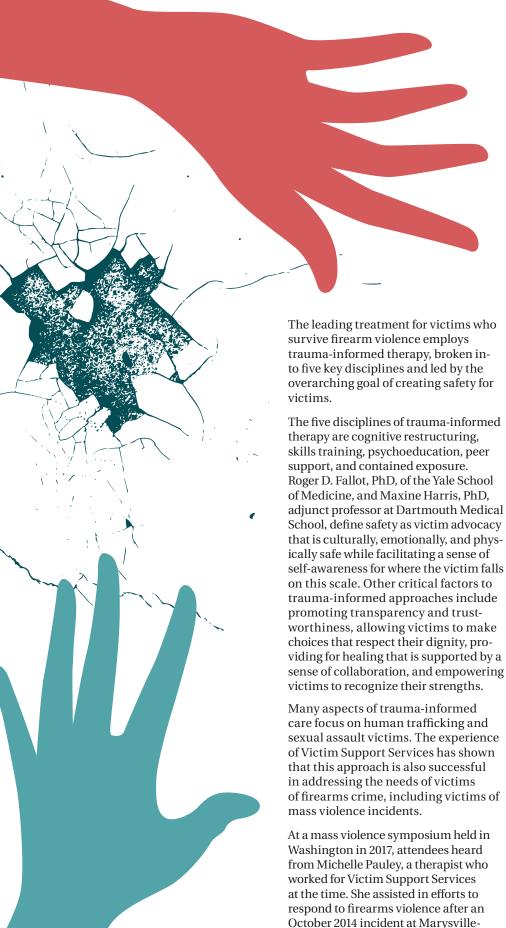


FIGURE 3: THE PLACE OF "VICTIM WORKERS."





Pilchuck High School; a triple homicide

in Mukilteo, Washington, in 2015; and

shooter in Burlington, Washington, in

the immediate aftermath of a mall

September 2016. Pauley spoke about the benefits of a trauma-informed approach to therapy, pointing out that successful interventions include trauma-informed care. Pauley explained that firearm violence in a school setting creates a specific type of trauma in victims that builds and draws upon earlier trauma. Experience in responding to mass shootings at schools and with schoolage children outside of the school has demonstrated a critical need to serve both those students directly affected and those who will be attending the school in the coming years. In addition, even when violence occurs outside the confines of the school, the victims' fellow students are affected. Underlying mental health issues can be exacerbated by this violence, leading to additional physical violence in a school and suicidal ideation, that, if not adequately dealt with, can lead to further tragedy within a community. Therapists who specialize in victim services tell us that grappling with the "why" is especially tricky for victims when the perpetrator is no longer there, although it also remains difficult even if the perpetrator survives and is held accountable through the criminal justice system.

Some organizations have adopted successful approaches specific to schools ation, the University of California at Los

and students. One such initiative is the Cognitive Behavioral Intervention for Trauma in Schools (CBITS) program, based out of California. The CBITS website describes the organization as originating from a team of clinicianresearchers from the RAND Corpor-Angeles, and the Los Angeles Unified School District. The CBITS program focuses specifically on school-based involvement and interventions. The

POLICE CHIEF

2020 CALENDAR

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RESOURCES FOR VICTIM SERVICES

- General crime victim resources, research, education, and information on victims' issues: National Center for Victims of Crime (victimsofcrime.org)
- Information and articles on victims of crime: National Institute of Justice (nij.ojp.gov/topics/ victims-of-crime)
- Trauma-informed therapy: Office for Victims of Crime Training and Technical Assistance Center (www.ovcttac.gov/taskforceguide/ eguide/4-supporting-victims/41 -using-a-trauma-informed-approach)
- School-based interventions: Cognitive Behavioral Intervention for Trauma in Schools (CBITS) (cbitsprogram.org)
- Directory of crime victim services providers: Office for Victims of Crime (ovc.ncjrs.gov/findvictim services)



"In 2018, Victim Support Services assisted more than 7,000 people through individual advocacy, courtroom support, crime victim compensation, media intervention, and more. Of the 7,000 people the agency provided direct services to, more than 3,500 were victims or those affected by firearms crimes."

program is designed to "reduce symptoms of post-traumatic stress disorder (PTSD), depression, and behavioral problems, and to improve functioning, grades and attendance, peer and parent support, and coping skills."

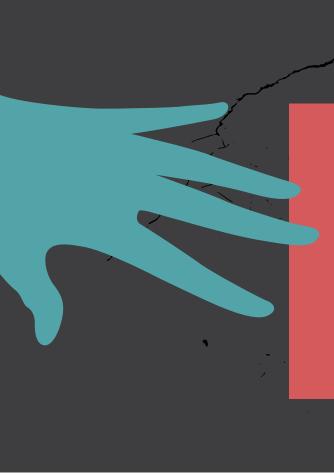
PROVIDING A PATH TO RECOVERY WITH AN EYE ON PREVENTION

The goal of community collaboration and partnerships within the victim services and criminal justice fields of work is to help a community restore feelings of safety in the wake of firearms violence. Law enforcement is well served to prioritize investigation of the incident, followed closely by the focus on meeting victims' needs, to promote community healing. Experience of victim services agencies has shown that, after acts of gun violence in schools, advocacy efforts should focus on identifying potential signs of suicidal ideation and other emotional difficulties by the students. On the positive side, as many affected communities have found, students often have a builtin natural resilience that helps them recover from traumatic events.

Training first responders to contact appropriate mental health and victim advocacy resources in the wake of gun violence incidents provides immediate benefits to children or teens who have witnessed or survived violence. Needs of the victims may include crisis intervention, psychiatric support services, and case management. Additionally, police chiefs should recognize that these types of incidents can also impact staff and advocates who serve the victims in these scenarios. Self-care is critical for the staff of organizations supporting the community's recovery and restoring safety.

CONCLUSION

Victims and witnesses to firearms crimes may need services such as therapy, emergency financial aid, assistance navigating the legal system, support groups, and more as they navigate the emotional aftermath of victimization. In 2018, Victim Support Services assisted more than 7,000 people through individual advocacy, courtroom support, crime victim compensation, media intervention, and more. Of the 7,000 people the agency provided direct services to, more than 3,500 were victims or those affected



WANT TO GET STARTED FORMING PARTNERSHIPS TODAY FOR YOUR LAW ENFORCEMENT AGENCY?

- 1. Connect with a local crime victim services center in your area; consult with the Office for Victims of Crime directory, provided by the U.S. Department of Justice.
- Find crime victim services agencies that work under a trauma-informed therapy model.
- 3. Work to establish effective relationships with this agency to incorporate its advocates into your victim contact and care strategies.
- Ensure line officers, detectives, and senior staff understand the role of the victim advocates and can properly refer people to and support the services they offer.
- 5. Know that by following this model, you are supporting the best possible future for the resiliency and recovery of your community for all types of firearms crimes.

by firearms crimes. Working as allies with victim advocates has enabled law enforcement to provide more comprehensive services and enhanced referral options to individuals who might need it the most. Forging strong partnerships with victim services agencies has served to strengthen the ability of police to better understand and meet some of the more complex needs of crime victims. By establishing partnerships, providing trauma-informed care, and fostering community restoration, law enforcement and victim services agencies can work together to restore their communities in the wake of firearms violence. り

IACP RESOURCES

- Enhancing Law Enforcement Response to Victims
- Victims of Crime Model Policy

theIACP.org

 "Planning Ahead for Managing Victims and Their Families in Active Shooter Incidents" (article)

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A TECHNOLOGY TO HELP SOLVE GUN CRIMES

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AND REDUCE VIOLENCE

the U.S. average.

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BY

David Chipman, Senior Policy Advisor, Giffords: Courage to Fight Gun Violence; and Joshua Horwitz, Exectuive Director, Educational Fund to Stop Gun Violence

"RESPONDING OFFICER REPORTS A NON-**RESPONSIVE GUNSHOT VICTIM WITH MULTI-**PLE SHELL CASINGS NEAR THE BODY." This initial report is all too familiar for police personnel in many U.S. communities, as firearm homicides have steadily increased for several years. In 2017 alone, 14,542 people in the United States were feloniously killed with a gun, making three of every four homicides firearm homicides. More than half of all homicides in 55 major U.S. cities over the last decade remain unsolved. Communities disproportionately impacted by firearm violence, like Baltimore, Maryland, and St. Louis, Missouri, have seen major spikes in firearm homicides over the last five years; yet, the rate at which these homicides are solved remains 15 to 35 percentage points below

Often, shell casings are the only form of evidence recovered at a shooting scene, but developing leads or making arrests requires concrete evidence that links suspects to crimes. Intentional firearm microstamping (IFM) is a technology that transforms shell casings into actionable evidence with quickly traceable codes for law enforcement to rapidly link suspects to shootings, map criminal networks, and solve firearm crimes. Ultimately, intentional firearm microstamping has the potential to help improve community-police relations and reduce gun violence.

There are many factors that make it difficult to solve gun crimes. Shootings are more often solved when a witness comes forward with key information about a shooting suspect, but witnesses may be hesitant to come forward because of a distrust

in police and fear of retaliation by their peers commonly shared sentiments throughout many communities experiencing gun violence. Without witness cooperation, law enforcement must rely on physical evidence recovered from shooting scenes. Because gun crimes are often perpetrated from a distance, they rarely leave trace evidence on victims and provide police with little evidence to investigate, including but not limited to shell casings, bullet fragments, or firearms. Consequently, law enforcement forensic investigators are assigned the difficult task of solving shootings using traditional methods of analysis of spent shell casings and bullet fragments, often absent a firearm. These analysis techniques come with their own set of challenges.

Traditional ballistics analysis, without intentional firearm microstamping, requires a recovered firearm. If law enforcement does recover a firearm, they can either: (1) shoot the recovered firearm in a controlled setting and directly compare the unintentional markings on the test-fired shell casings to the spent shell casings recovered at the shooting scene, or (2) match the unintentional markings to a previously established analysis record (e.g., using the National Integrated Ballistics Information Network, NIBIN) of the firearm if one exists. The goal is often to link the expended cartridge with the serial number of the firearm because the serial number is necessary to begin the firearm tracing process.

The traditional methods of analyzing unintentional markings have several limitations including (1) providing limited information unless a firearm is also

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Image courtesy of TACLABS.

recovered or matched; (2) being difficult to interpret; (3) not being completely unique and changing over time as a firearm ages; and (4) being susceptible to the shooter's actions (e.g., a single shot versus unloading an entire magazine at once can produce variable markings), which is inconsistent with the controlled and methodical nature of a laboratory setting. These factors often make it difficult or even impossible for law enforcement to identify a match and produce actionable intelligence.

Intentional firearm microstamping technology removes these limitations by stamping a code directly linked to the firearm manufacturer and serial number on an expended cartridge case. This technology has been fully functional and supported by significant evidence for well over a decade. Mechanical engineers Todd Lizotte and Orest Ohar conceptualized and developed intentional firearm microstamping technology in the 1990s. Lizotte, a laser and optics micro-machinist and firearms enthusiast, initially viewed the technology as a branding opportunity. In the garage of his New Hampshire home, he successfully outfitted a firing pin with intentional firearm microstamping technology in the hopes that manufacturers would adopt it for branding logos and cosmetic designs on shell casings. Shortly thereafter, the inventor realized that this technology could be a vital resource to help law enforcement solve crimes. Although firearm manufacturers were not receptive to intentional firearm microstamping technology as a tool for law enforcement at the time, Lizotte and Ohar continued to develop the technology and demonstrate its reliability through scientific studies.



Intentional firearm microstamping begins by equipping a firearm with internal stamping features that stamp a cartridge's shell casing as it is fired. To date, there are two surfaces in a firearm that may be stamped: the firing pin and breech face. The stamp is an alphanumeric code and can include an additional geometric code as backup if the alphanumeric code is compromised. When the gun is fired, the identification code is stamped onto the primer (by the firing pin) or back surface (by the breech face) of the shell casing as it is ejected from the firearm. Multiple studies have shown that when tested, intentional firearm microstamping technology has withstood thousands of rounds of firing and accurately marked legible codes on shell casings across a variety of different firearm models. In one such study, the intentionally microstamped letters and numbers of the alphanumeric code were legible on shell casings in 97 percent of those stamped by firing pin and 96 percent of those stamped by breech face.

Every firearm produced by a manufacturer is assigned a serial number, not unlike how cars have VINs. Intentionally microstamped codes are directly coupled with a firearm's serial number, as well as manufacturer information, that can be used to trace it to the first purchaser of the firearm. As

Full headstamp (25X magnification) of an expended cartridge casing with a microstamped primer impression created by a microstampequipped firing pin. Cartridge was fired from a 4006 S&W semiautomatic handgun.

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Magnified headstamp (150X magnification) of an expended cartridge casing with a microstamped primer impression created by a microstampequipped firing pin. Cartridge was fired from a 4006 S&W semiautomatic handgun.

this critical information would all be included in the code-stamped shell casings, intentional firearm microstamping creates a pathway to solve crimes without a recovered firearm. It allows law enforcement to accurately and quickly identify and trace crime guns using only the shell casings recovered at crime scenes. It is a powerful forensic intelligence tool that provides the most critical "time to crime" data point—the timeline between the first sale and later use of a firearm in a crime. This type of data is crucial for law enforcement, as well as for academic use within public health and criminology research.

Intentional firearm microstamping is an additional resource for law enforcement that can directly support or reinforce traditional ballistics analysis and tracing efforts by supplying quickly traceable codes. These codes will enhance capacity and confidence in tracing shell casings to the firearms from which they were shot and effectively prevent misidentification (e.g., mismatching firearms to shell casings). Further, any approach such as intentional firearm microstamping that encourages law enforcement to standardize the recovery of shell casings in response to a shooting also provides opportunities to enter more shell casings, even those not intentionally stamped, into NIBIN.

In an effort to identify high-risk networks and prevent future shootings, many police departments have begun to use technologies that help them respond to crimes in real time. Gunshot detection technology, for instance, uses sensors to pinpoint where shootings occur and sends that information to police within seconds. If combined with intentional firearm microstamping, law enforcement could immediately respond to a shooting, collect a microstamped shell casing, and begin the firearm identification process in a matter of hours, quickly

linking the stamped code to a specific firearm and other shootings where the same firearm was used with over 90 percent certainty. This will help police quickly identify leads in both fatal and nonfatal shootings.

With the use of intentional firearm microstamping, more gun crimes can be solved. Specifically, improved analysis and tracing can help identify suspects, link multiple shootings perpetrated with the same gun, map networks of high-risk shooters, and solve firearm crimes. This is critical, as police must solve crimes to prevent further gun violence. Solving shooting cases will prevent future violence in two ways: (1) individuals responsible for most of the firearm violence will be detained and deterred, and (2) police legitimacy in impacted communities will be rebuilt as community members see police effectively solving violent crimes. Ultimately, intentional firearm microstamping has the potential to enhance cooperation and strengthen the public's trust in the criminal justice system.

Public cooperation is paramount to the effective and equitable operation of the criminal justice system. Productive community-police relationships are established through repeated, positive contact between community members and the police officers who serve them. More important, these relationships are maintained by trust—a ceaseless endeavor that can be easily damaged. Police are more likely to solve a shooting if they have a reliable witness who can provide information about the shooting suspect, but declines in witness cooperation have impaired law enforcement's ability to solve both fatal and nonfatal shooting crimes. For example, cities like Baltimore and St. Louis that have recently experienced high-profile cases of civil unrest based on difficult community-law enforcement interactions highlight how police practices—including the perception that police are acting in a discriminatory manner-erode police legitimacy in the eyes of the community, resulting in witnesses

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being less likely to come forward. Research shows that individuals will be more willing to work with law enforcement if they believe police are committed to solving shootings instead of arresting community members for small crimes. With the advent of intentional firearm microstamping, law enforcement will have a powerful new tool to help solve shooting crimes and, in time, foster community trust, improve police legitimacy, and prevent further violence.

While intentional firearm microstamping technology alone cannot solve crimes or remedy community-police relations, law enforcement agencies, prosecutors, and gun violence prevention organizations, among others, recognize the technology's potential as a powerful law enforcement resource. In 2007, the California State Legislature passed the Crime Gun Identification Act, which was subsequently signed into law by then-Governor Arnold Schwarzenegger. This law requires that all new models of semiautomatic pistols that are sold or manufactured in California be equipped with intentional firearm microstamping technology. Firearm manufacturers avoided California's requirement by refusing to sell new firearm models in the state, instead selling only newly made guns of older models. Simultaneously, gun rights groups challenged the intentional firearm microstamping law in the courts, leading to lengthy battles with the state of California. In August 2018—nine years after the first court challenges—the Court of Appeals for the Ninth Circuit upheld the constitutionality of the California law, although there is currently a petition for certiorari pending in the U.S. Supreme Court. While policy has thus far failed to move intentional firearm microstamping technology onto firearm manufacturers' production lines, law enforcement officers have a unique opening to share the potential that this technology holds for making communities safer.

Intentional firearm microstamping is an opportunity to turn that all too familiar report,

"Responding officer reports a non-responsive gunshot victim with multiple shell casings near the body," into the headline, "Man fatally shot, suspect apprehended." Intentional firearm microstamping is a supplemental resource that law enforcement agencies could use to further enhance ballistics analysis and tracing efforts. Employing intentional firearm microstamping with other policing technologies supplies datadriven, evidence-based operations for investigators to quickly and strategically respond within communities that are impacted by daily gun violence. This can aid law enforcement in identifying suspects, linking multiple shootings, mapping high-risk networks, and solving firearm crimes. Not only can intentional firearm microstamping help solve shooting crimes and improve firearm homicide clearance rates, but it can also help build trust between communities affected by daily gun violence and their local law enforcement agencies. Intentional firearm microstamping offers an important addition to the tools available to law enforcement—it's time to encourage firearm manufacturers to include this life-saving technology in their products. O

Note: IFM/International Firearm Microstamping are trademarks and copyright of TACLABS, Inc. 2003–2019.

IACP RESOURCES

- Police Officers Guide to Recovered Firearms Mobile App
- theIACP.org
- "In the Crosshairs: Crime Gun Intelligence" (article)
- "From the Deputy Director: Crime Guns on the Street" (article)

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SPEAKERS

IACP SPEAKER'S SERIES

Challenges of Policing into the Future: A Discussion with the Five Eyes (FVEY)

MODERATOR: VINCE HAWKES, Director of Global Policing, IACP

PANELISTS: BRENDA LUCKI, Commissioner, Royal Canadian Mounted Police • MICHAEL BUSH, Commissioner, New Zealand Police • LYNNE OWENS, Director, UK National Crime Agency • DAVID BOWDICH, Deputy Director, U.S. Federal Bureau of Investigation

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The thing that criminals do really well is innovate... so I think the challenge for all of us in law enforcement is to stay ahead of the criminals.

— Director Lynne Owens



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We've got to stay focused on keeping people safe and enforcing the rule of law. We've got to drill down on the work, tune out the noise and the armchair critics. We've got to keep our eyes on the future, finding new ways to work even more closely together.

"

CHRISTOPHER WRAY, Director, U.S. Federal Bureau of Investigation

66

Leadership is not about being in charge, but about being responsible and caring for those in our charge.

The difference was, at a time of crisis, police were there. And our high visibility made the community be safe and feel safe. We police through trust and confidence. We police through the consent of our community.

"

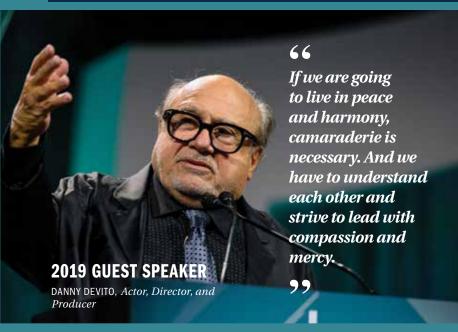


The Human Impact: From Natural Disasters to Terrorism in Canterbury

JOHN PRICE, Canterbury District Commander Superintendent, New Zealand 66

The sight of your badge strikes fear into the hearts of criminals and pride into the hearts of our citizens. When children hear the sirens of your patrol cars, they race to catch a glimpse because they know that you are the heroes of their streets.

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Law Enforcement Suicide Prevention: Action on a Global Scale

 ${\bf MODERATOR: \ JEFF\ PEGUES, \ } Justice\ and\ Homeland\ Security\ Correspondent, \\ CBS\ News$

PANELISTS: JANICE MCCARTHY, President, Concerns of Police Suicide Survivors • EDDIE T. JOHNSON, Superintendent, Chicago Police Department, Illinois • STEVEN R. CASSTEVENS, Chief, Buffalo Grove Police Department, Illinois; IACP First Vice President • DAVID LEBARS, Head, France National Police Executives and Commissioners Union • BENJAMIN TUCKER, First Deputy Commissioner, New York Police Department, New York • MARTIN BAEZA, Deputy Chief, Los Angeles Police

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- Identifying and Preparing Your Leaders of Tomorrow
- ▶ In Their Own Words: What Are the Impacts of Leadership on Police Employees?
- ► Brady and Giglio: Implications and Requirements for Law Enforcement
- ► The First 12 Minutes: Active Shooter Preparedness Using the Whole Community Approach
- Use of Smart Phones and Tablets by Patrol Officers
- ► Leadership: Readiness-Grace-Legacy
- Protests, 1st Amendment Auditors, and Agitators





Attendees Speak Out

66

I was able to learn something new and useful at every workshop I attended. That's what makes a successful conference for me—plus coming home and using it.

99

66

This is one of the most valuable and well-run conferences I attend each year.

99

66

The presentation on Marjorie Stoneham Douglas was particularly good. The heroin-related and the Chicago homicide reduction strategy workshops were good as well.

"

66

I felt the conference was well organized... The information that the IACP has scheduled to be presented is outstanding!

99

66

The conference was an awesome experience, and I hope to attend it again in the future.

"



EXPO HALL



THE IACP 2019 EXPOSITION INCLUDED 668 EXHIBITORS. Open for 20 total hours across three days, the Expo Hall gave attendees a chance to learn about new tools, equipment, gear, technologies, and services from the exhibitors. From

artificial intelligence and facial recognition technology to training systems and simulations to vehicles and cameras, a wide range of products and services were available to meet the specialized, critical needs of law enforcement.

The Expo Hall also included the Entertainment Zone, where attendees could watch conference highlights or see who was winning the weekend's big game; the Relaxation Zone, which offered snacks and comfortable seating; and the Solutions Presentation Theatre, where experts shared best practices and product solutions.

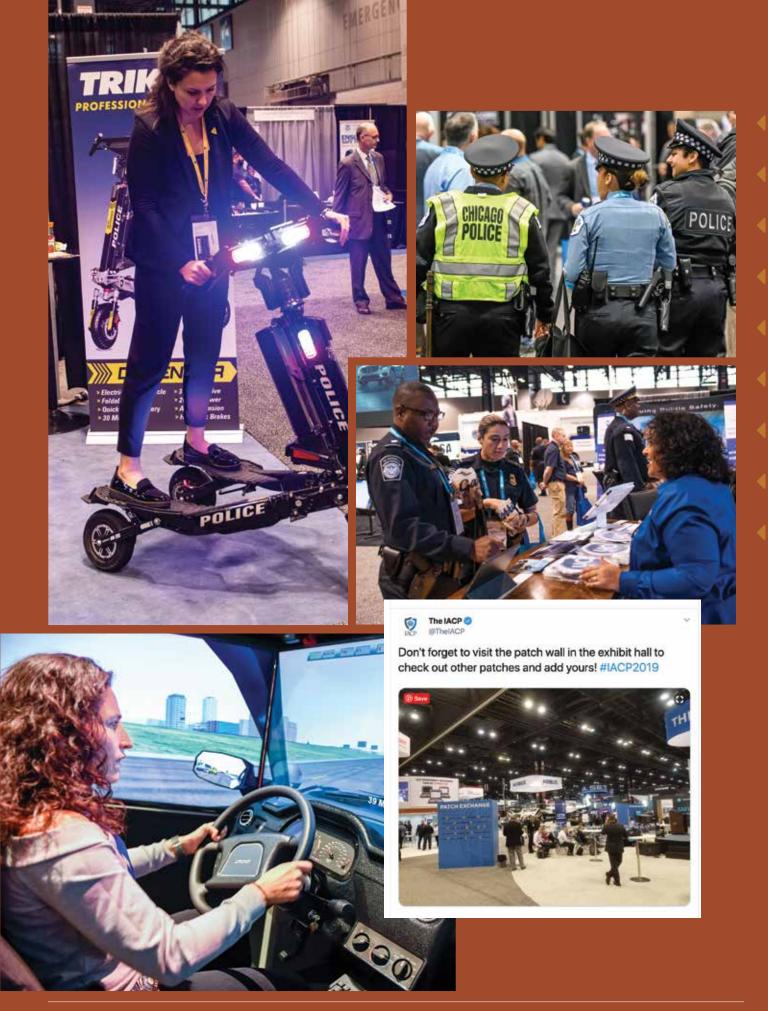
IACP HUB

The IACP HUB, located in the Expo Hall, provided education and professional development opportunities for attendees. The Quick Hits series of short, 15- to 20-minute presentations covered numerous important topics, including suicide prevention, traffic safety, and IACP projects, allowing attendees to fit education into their Expo Hall experience.

A variety of professional development services were offered by IACP staff and subject matter experts:

- Résumé reviews
- Mock interviews
- Media training
- Social media reviews





NETWORKING & EVENTS



IN ADDITION TO THE STELLAR EDUCATION OPTIONS AND WORLD-

CLASS EXPOSITION, the IACP Annual Conference and Exposition also offers unparalleled networking opportunities, ranging from formal events like receptions and the Annual Banquet to casual events like Chiefs Night, which was held at Chicago's Museum of Science and Industry this year. Across four days, attendees have multiple chances to build relationships and exchange ideas and information with colleagues from around the world.







The best part of #IACP2019 is meeting phenomenal women LEOs who making a difference in our profession. #LiftOthersUp #SistersInBlue









CHICAGO

The IACP thanks all those who contributed to a successful 126th IACP Annual Conference **Expostion**, particularly the following groups:

- City of Chicago, Illinois
- **Chicago Police Department**
- Chicago business community
- **Conference sponsors**
- **McCormick Place West Convention Center**
- **Choose Chicago**







Eddie T. Johnson, Superintendent, Chicago Police Department



Chicago Police Department personnel provided security and support during IACP 2019.



JOIN IACP IN 2020 IN NEW ORLEANS, LOUISIANA! Visit theIACPConference.org for dates, registration information, and other details.



POLICE OFFICER OF THE YEAR FINALISTS



JONATHAN MORALES
U.S. CUSTOMS AND
BORDER PROTECTION

Border Patrol Agent **JONATHAN MORALES** was attending a religious service at a Jewish synagogue in Poway, California when an active shooter entered the front door and opened fire.

After the initial barrage of shots fired, Agent Morales maneuvered himself through the chaos and panicked crowd to retrieve a firearm from a nearby civilian. Agent Morales then ran towards the last known position of the active shooter with the firearm at the ready.

Closing distance between himself and the active shooter, Agent Morales continued to put his life at risk as he began firing at the active shooter who now fled to his vehicle.

The active shooter escaped temporarily before being taken into custody by the California Highway Patrol later that day. Agent Morales' instinctive and courageous action during the horrific and unexpected situation stopped casualties from being higher than they could have been on that fateful day.

Continued —

POLICE OFFICER OF THE YEAR FINALISTS

North Carolina State Highway Patrol Trooper **DANIEL HARRELL** was patrolling his assigned area of Wilson County in the late afternoon when he observed a vehicle improperly towing another. Trooper Harrell conducted a traffic stop to inform the driver of the issue, and when asked for the driver's license, the suspect attempted to flee the scene. Trooper Harrell pursued the suspect in a short chase and quickly thereafter the suspect once again pulled over. However, before Trooper Harrell could exit his patrol vehicle, the driver leaned out the window and began shooting. The suspect fired four shots, striking Trooper Harrell in the face twice.

Trooper Harrell immediately returned fire and continued to stay in the fight while providing pertinent information to the Raleigh based communication center despite his severe wounds. The suspect then sped away and Trooper Harrell gave chase once more.

The suspect realized he could not outrun Trooper Harrell and made a UTurn, intentionally colliding with and disabling Trooper Harrell's vehicle. The gun battle erupted once again as the suspect attempted to flee the scene on foot.

Thanks to Trooper Harrell's heroic actions, he was able to provide responding officers with an accurate description. As a result, the suspect was located and arrested that night without further incident.



TROOPER

DANIEL HARRELL

NORTH CAROLINA

STATE HIGHWAY PATROL



OFFICER NICK GRIVNAVIRGINIA POLICE
DEPARTMENT, MINNESOTA

Virginia, Minnesota K9 Police Officer **NICK GRIVNA** received a call over the radio requesting an officer with a rifle to provide backup to an active hostage situation. Responding in under 30 seconds, Grivna exited his vehicle and moved toward the scene where a suspect was holding a man hostage with a knife.

Officer Grivna ordered the suspect to drop the knife he was holding to the hostage's throat, but the suspect was unresponsive. The suspect began to retreat as he used the hostage to shield himself from the officers. Believing he recognized the suspect, Officer Grivna tried to de-escalate the situation.

As other officers arrived on the scene, the suspect continued to retreat until he had his back against a garage. Fearing for the hostage's safety, Officer Grivna decided he was out of options and fired a single shot from his rifle, 15 feet away. The suspect was struck in the head and fell to the ground, leaving the hostage un-injured.

Officer Grivna's courage, restraint, and professionalism helped save the life of an innocent citizen that day.

Lubbock Texas Police Officer **THOMAS THOMPSON** responded to a robbery in progress at a local game room while two suspects were inside, unbeknownst to Officer Thompson and his backup officer. When his backup officer opened the first business door, he was met with the suspect's handgun pointed directly at him.

The backup officer closed the door and yelled to Officer Thompson that the suspect had a gun. Thompson reached for a second door as the suspect opened it. Officer Thompson immediately and accurately discharged his weapon while being knocked backward over a concrete pillar, severely injuring his ankle.

The suspect ran toward the side of the building while still controlling his weapon and turned to fire as Officer Thompson and his backup discharged their weapons, striking the suspect.

After the shooting ceased, Officer Thompson disarmed the suspect, notified dispatch of the situation, called for EMS, and alerted his backup officer of the second suspect.

Due to his calmness and cognizance under pressure, the injured suspect survived, and the second suspect was caught a couple days later.



OFFICER
THOMAS THOMPSON
LUBBOCK POLICE
DEPARTMENT, TEXAS

BY

Jeffrey Fisher, Writer-Editor, Crime
Data Modernization Team, and Lora
Klingensmith, Management and Program
Analyst, Uniform Crime Reporting
Program, FBI

Crime Data Explorer

Uniform Crime Reporting Data with a Focus on NIBRS

IN MODERN TIMES, PEOPLE EXPECT INFORMATION TO BE QUICKLY ACCESSIBLE, INTERACTIVE, AND USEFUL. WITH THESE GOALS IN MIND, THE FEDERAL BUREAU OF INVESTIGATION (FBI) DEVELOPED THE CRIME DATA EXPLORER (CDE), AN INTERACTIVE TOOL FOR LAW ENFORCEMENT AND THE PUBLIC TO MORE EASILY AND QUICKLY USE AND UNDERSTAND THE FBI'S UNIFORM CRIME REPORTING (UCR) DATA.

Historically, FBI publications of crime data have been in the form of many static tables, so crime data were not available in a timely fashion nor easily searched and viewed. Each autumn, the FBI publishes crime data from the previous calendar year. This means if a particular crime occurs in January of one year, it could be unreflected in the FBI's published crime statistics until the autumn of the following year—about 21 months after the crime occurred. This may be too late for law enforcement agencies and community leaders to use the information strategically. This concept of annual publication has been the traditional standard for many decades, but modern technological advancements now make it possible for the FBI to do better.

Released publicly in June 2017, CDE is a web-based platform for users to query, sort, filter, view, and download crime data. Deployment of CDE is a bold step toward enhancing the utility, accessibility, and transparency of crime data. CDE provides read-only access; it is not a portal for submitting or modifying data. For crime

data to become part of the UCR dataset, agencies must submit the data through the UCR Program and adhere to the UCR Program's standards of quality and accountability.

CDE'S CURRENT CAPABILITIES

Currently, users can access data through CDE's interactive portal for the FBI UCR Program's two major collections of crime data: the **Summary Reporting System** (SRS) and the National **Incident-Based Reporting** System (NIBRS). For jurisdictions where NIBRS data are available, inquiries in CDE will produce NIBRS results; for jurisdictions with only SRS data, CDE will produce SRS results. CDE also offers a clickable map that shows different states' participation in SRS and NIBRS, so users can easily see the type of data provided by each state. Users can also download datasets for several other data collections.

SRS. This is the traditional crime data collection of the FBI UCR Program. The FBI has collected these data and published them in the annual *Crime in the United States* report since the early 1930s. SRS

- collects data on the major offenses of murder, rape, robbery, aggravated assault, burglary, larcenytheft, motor vehicle theft, and arson;
- includes a "Hierarchy Rule" that simplifies tallies of crimes by counting only the most serious offense within a criminal incident;
- tracks several hundred "most-in-population" agencies and publishes the data in a preliminary report for the first half of each reporting year; and
- provides some supplemental details for selected offenses, such as weapon usage in murders.

The FBI plans to retire SRS on January 1, 2021.

NIBRS. This is the FBI UCR Program's more detailed, comprehensive system of crime data collection. NIBRS

- collects a large amount of incident-related detail on 52 "Group A" offenses and arrest data on 10 "Group B" offenses;
- elements per offense, such as victim-offender relationships and weapon types, which can be sorted and filtered to answer a virtually incalculable number of possible questions about crime, such as, "What types of drugs are involved in crimes committed against

- children by their parents?" or "Are offenders in rural areas more likely to use guns than offenders in urban areas?";
- has the ability to collect data on up to 10 offenses per incident;
- collects data on Crimes Against Persons (e.g., homicide), Crimes Against Property (e.g., burglary), and Crimes Against Society (e.g., animal cruelty); and
- has mechanisms for agencies to update incident reports after they are initially submitted, which means agencies can correct or complete the data for an incident as new information becomes available, including case clearance information.

Downloadable datasets. CDE users can access the raw datasets of crime data through the Documents and Downloads portal in CDE. This function allows users of crime data to perform their own analyses of the data any way they wish. The following datasets are currently available for download through CDE:

- Summary (SRS) Data with Estimates
- Assaults on Law Enforcement Officers
- Police Employee Data
- Hate Crime
- Human Trafficking

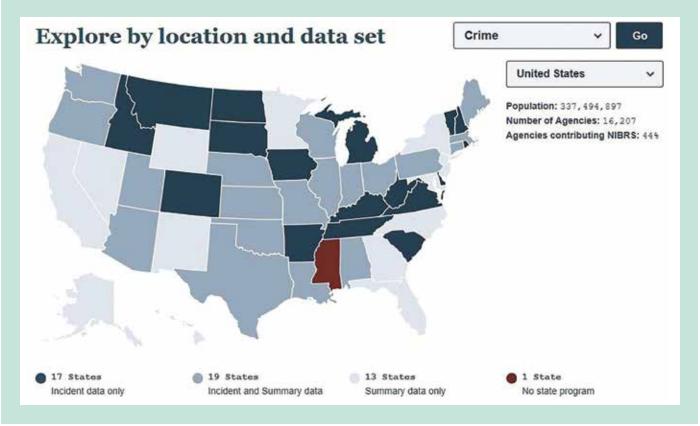
STATE UCR REPORTING DATASET CATEGORIES

Incident data only: The state submits only NIBRS data—but the FBI converts the NIBRS data into SRS statistics for purposes of publishing the statistics in *Crime in the United States*.

Incident and summary data: The state submits both NIBRS and SRS data.

Summary data only: The state submits only SRS data.

No state program: The state does not currently have a UCR Program—but the state is actively working to develop a UCR Program, and many agencies within the state have already been submitting SRS or NIBRS data directly to the FBI.



- UCR Program
 Participation Data
- Cargo Theft
- U.S. Territory Data
- Arrest Data—Reported Number of Arrests by Crime
- Arrest Data—Reported Number of Adult Arrests by Crime
- Arrest Data—Reported Number of Juvenile Arrests by Crime
- Arrest Data—Reported Number of Drug Arrests

HOW THE CDE INTERFACE WORKS

CDE is designed to be versatile and easy to use. From the home page, users of CDE can easily find data about crime statistics or police employment for a state or the entire United States by selecting from dropdown menus or clicking on a map. The result is a breakdown of statistics and visualizations of data from the selected area. This can include any combination of the whole nation or a state by crime data or law enforcement personnel data.

Customizable features.

Users of CDE can customize their experience with the crime data by accessing the variety of resources and reports available for agencies or areas that have submitted NIBRS data:

Downloads of participation and population data

- Links to state and federal UCR resources and supplemental resources for further study
- Estimated crime rates
- Data from customizable ranges of times, including numbers of different types of crimes in two-, five-, or ten-year increments
- Victim and offender demographics and relationships
- Offense characteristics like weapons and links to other offenses
- A clickable glossary to help users understand terms

Automatic visualizations. CDE automatically creates a set of reports with graphs

to visualize crime data for selected geographic areas and ranges of time. With CDE's automatically generated graphs, users can easily generate visualizations without the need for their own software.

CDE can generate interactive data visualizations, such as the one shown in Figure 1, which displays victim and offender demographics and relationships and location types in 2017.

Tools for specific agencies.Users of CDE can also select

a report of statistics for one particular agency, including their own. The report can include all crimes, specific crimes, and details like victim-offender relationships

POLICE CHIEF * DECEMBER 2019



Victim demographics

The Location type demographic below shows the incident-based (NIBRS) \square reported location of violent crime victims in the United States during the year 2017 and the Victim's relationship to the offender demographic shows the violent crime victim's relationship to the offender.



and location types. (Figure 2 shows a simulated report for a county sheriff's office in 2016.) Agencies can use these data tools to create visually appealing, informative graphs and statistics in seconds.

FUTURE PLANS FOR FBI DATA COLLECTIONS IN CDE

The FBI UCR Program will continue to develop CDE,

replacing traditional static tables and publications with CDE's interactive features. The FBI continues to plan future upgrades for CDE to make it even more useful for researchers and the law enforcement community. Developers will build functionalities into CDE for other major FBI data collections, as well as include other

applications for datasets already in CDE.

NIBRS and SRS. The FBI will place greater emphasis on NIBRS over SRS as the FBI prepares to retire SRS on January 1, 2021. However, the FBI will continue to publish SRS and NIBRS data at least through 2020, which means the datasets will be available both through

traditional publications and CDE—ensuring that users of NIBRS and SRS will continue to have access to datasets through this transitional phase.

Law Enforcement Officers Killed and Assaulted (LEOKA). LEOKA collects information about incidents in which subjects feloniously kill or assault on-duty law enforcement officers. Every year, the FBI posts LEOKA data and narratives in the Law Enforcement Officers Killed and Assaulted publication on the FBI website. The data collection includes information about such factors as numbers of incidents. circumstances of officer involvement in incidents, details of officer injuries, and subject weapon usage. Law enforcement researchers can use LEOKA data for analysis of trends, and police trainers can use the data to help

Hate Crime Statistics.

officers be aware of risks.

The Hate Crime Statistics collection gathers data about crimes motivated by offenders' biases against victims' race, gender, gender identity, religion, sexual orientation, or ethnicity. Each year, the FBI publishes this information online in Hate Crime Statistics. The publication includes statistics on the types of hate biases connected to criminal offenses, as well as additional information about such factors as characteristics of victims and offenders, location types, and breakdowns of statistics by jurisdiction.

National Use-of-Force (UoF) Data Collection. UoF is a new data collection of information about incidents of police use of force involving death, serious bodily injury,

FIGURE 2: TRADITIONAL JUSTICE CDE CROFT COUNTY

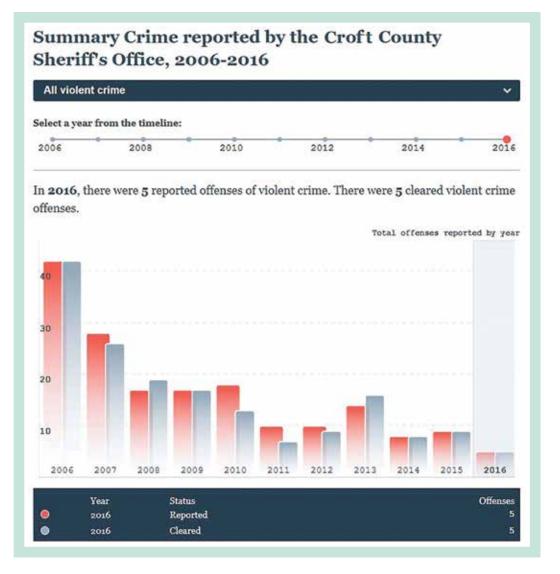
or discharges of firearms at or in the direction of persons. The UoF program has completed a pilot study with a set of volunteer agencies and begun live collection of data. The FBI expects to gain enough participation for statistically representative results, and then the FBI will begin a schedule of publication of UoF data.

Cargo Theft. The FBI publishes an annual report of data about incidents of cargo theft. The publication includes such details as victim types, location types, and values of property stolen. The cargo theft data are currently available for download through CDE, and the FBI plans to include data reports and visualizations for cargo theft in the future.

Data stories. The FBI UCR Program is developing a set of data stories for CDE to help users understand the data and context of crimes. A data story will take the form of a report with easily understandable text and graphs about a particular topic. For example, the FBI is planning to create a data story about violence against women, and users will be able to find it in CDE. Further data stories will be based on other topics of interest to concerned citizens, law enforcement agencies, or community leaders.

Federal UCR data. The FBI is working with other federal agencies to populate the UCR dataset with data from federal agencies, including from the FBI itself.

Quarterly updates. The FBI plans to begin a quarterly schedule of updates for CDE beginning in 2020. The quarterly updates of CDE should resolve another challenge



of the traditional publications: gaps in the data due to late or incomplete data submissions. With quarterly updates of available data in CDE, the FBI can fill the gaps when information becomes available. Users of the data can also access the updated datasets as often as they wish.

The FBI plans for CDE to be the main way law enforcement agencies and the public will access NIBRS and other UCR data in the future. To gain the maximum benefits of CDE functions and data utility, the FBI encourages U.S. law enforcement agencies to transition to NIBRS as soon as possible. $\mathfrak O$

FOR MORE INFORMATION

Users can find CDE at fbi.gov/cde or on the FBI's NIBRS webpage at fbi.gov/services/cjis/ucr/nibrs.

Those wishing to learn more about CDE can contact the FBI by email at UCR@fbi.gov. Agencies wishing to learn more about NIBRS can contact the FBI for information or guidance by email at UCR-NIBRS@fbi.gov or by phone at 304-625-9999.

Reaching the Hard-to-Reach Places

Specialty Vehicles Help Agencies Cover Ground

WHEN TORNADOES SWEPT THROUGH OKLAHOMA, FIRST RESPONDERS QUICKLY BEGAN TO FEEL OVER-WHELMED. IN PARTICULAR, PUBLIC SAFETY PROFESSIONALS WITH THE BUREAU OF INDIAN AFFAIRS (BIA), WHICH OVERSEES EMERGENCY RESPONSE ON... TRIBAL LANDS IN THE UNITED STATES, FELT STRETCHED THIN IN THEIR ATTEMPTS TO RESPOND TO CALLS FOR HELP.

BIA officials decided they needed a different kind of solution—one that would not only allow them to adequately respond to emergency calls, but also would allow them to stay connected with community members in need and one another. They turned to Nomad GCS, a vehicle and advanced interoperable communication solutions provider headquartered in Columbia Falls, Montana.

"These are huge swaths of ground, with no service, no repeaters, no way of staying connected to your fellow officers," recalled Will Schmautz, CEO of Nomad GCS. "They called and asked about van-based solutions. They needed something to establish and maintain connectivity."

The large specialty vehicles Nomad GCS provides to customers in law enforcement can help police cover wide or tricky terrain and generally reach places that are relatively difficult to access by traditional methods or with traditional vehicles. This can also mean motor vehicles or bikes—and, sometimes, a vehicular system, as opposed to an actual vehicle—can help police find bad guys in hard-to-reach places.

In Oklahoma, the BIA now owns six Tactical Command Vehicles from Nomad GCS. Each contains an environmentally controlled shelter, a pneumatic mast with a surveillance system, a two-meter AVL satellite, a reach-back antenna land mobile radio (LMR) interoperability suite, two 19" data racks, advanced voice and data communications, and remote power management and

systems control capabilities, among other features.

"It's a space for people to work out of," Schmautz said. "We've always been fans of connectivity. People on the ground doing the work remain connected. What we can bring to the table for the situational awareness puzzle. Our solutions are wrapped around connectivity and the interoperability approach."

Nomad GCS also provides specialty vehicles from light trucks to large motor coaches, for purposes ranging from surveillance to SWAT operations.

POWER BIKES

In April 2019, Trystan Andrew Terrell opened fire in a classroom on the campus of the University of North Carolina (UNC) Charlotte where he had formerly been a student. Before he could be apprehended, Terrell killed two students and wounded four others

In the immediate aftermath of the tragedy, UNC Charlotte officials took a close look at their response and devised options for what they could do better in the future. One of the issues that needed to be addressed was the difficulty officers had in traversing the campus to arrive and adequately respond to the incident. The solution? A power bike.

Also known as an electric bike or e-bike, a power bike is a bicycle that contains an integrated electric motor that can be used for propulsion. In the case of UNC Charlotte, power bikes were deemed to be an efficient solution well suited to the sprawling terrain of the campus.

According to UNC Charlotte Police Chief Jeffrey Baker, the power bikes "will allow police to get to emergencies more quickly."





The power bikes in use at UNC Charlotte were supplied by Recon Power Bikes, a manufacturer based in Fort Wayne, Indiana.

"The law enforcement patrol bike is safe, and it's faster than a normal bike," said Recon Power Bikes owner Jeff Fuze. "An officer can respond from a distance and arrive on scene without being fatigued or winded like he would be on a normal bike. The range is 50 miles with a top speed of 30 miles per hour."

The Interceptor is Recon's flagship model for the law enforcement market. The bike uses a 1,000-watt, middriven, high torque motor powered by a 48V/11.6 ah lithium ion battery, with 4" all-terrain tires below. The motor helps propel the bike, either instead of or in combination with the officer's own self-propulsion.

"The overall design of the bike, which includes fat tires, is unique to police patrol," said Tim Burns, Recon Power Bikes' sales and dealer development manager. "You can ride it like a regular motor [bike] or not, or with a combination. The

coverage can now be expanded to a larger patrol area without the officer being fatigued. It's good for school or university patrol. We can get a bike across a campus a lot faster compared with other vehicles."

Recon bikes are also being used to patrol the J. Edgar Hoover Building, the Washington, DC, headquarters of the FBI, and the company offers training for end-users.

REMOTE ASSISTANCE

Sometimes a vehicle can help officers cover ground remotely and locate hard-to-find criminals, even when the vehicle does not even belong to the agency. That's the case with OnStar, the subscription-based service that is available on vehicles manufactured by General Motors, the well-known Detroit, Michigan, auto manufacturer. OnStar, which provides consumers with security, emergency, hands-free calling, navigation, and remote diagnostics assistance, also can assist law enforcement, most notably in cases of vehicle theft.

Specifically, OnStar offers three separate services that can assist law enforcement: location assistance, remote ignition block, and stolen vehicle slowdown.

"We offer a series of safety and security technologies when customers are in crashes or vehicles that have been stolen," said Sherry LeVeque, emergency services outreach leader for OnStar and General Motors. "We assist in locating stolen vehicles and safely apprehending the suspect."

Once a car is confirmed as stolen—a process that typically occurs through verbal communication with law enforcement and confirming the vehicle identification number—OnStar professionals can slow down the car to the point where further evasion essentially becomes impossible.

"Slowdown occurs after [the vehicle has] been confirmed as stolen," LeVeque said. "We slow the vehicle down to three to five miles per hour after the confirmation, but the brakes and steering remain intact, so it is still safe to maneuver."

With remote ignition block, OnStar can prevent a car from restarting once it has been shut off, thus forcing the vehicle—and, to some extent, the suspect—into an idle state.

"We send a signal to the vehicle that prevents that vehicle from being restarted once a theft has been confirmed," LeVeque said.

According to LeVeque, OnStar assists with more than 1,500 cases each month, a number that's increasing now that more officers are becoming more aware of OnStar's capabilities, Leveque said. General Motors offers an in-depth online training video for the public safety sector at www. onstar.com/publicsafety.

Another increasingly employed remote concept is the unmanned aerial vehicle (UAV) or drone. While they are becoming more popular in law enforcement and beyond,

UAVs remain a fairly novel tool—but one that holds plenty of potential for a range of situations, including when it comes to accessing places that are difficult to reach with traditional means.

Flymotion, a UAV dealer based in Tampa, Florida, offers several drones designed specifically for the public safety sector. One is the Zenmuse XT2, which comes equipped with infrared sensors. The Zenmuse Z30 features a high-powered zoom camera. In those and other cases, however, UAVs are capable of carrying all manner of payloads, from radios to first aid kits to life preservers.

Whether they run on four wheels, two wheels, or no wheels at all, vehicles and vehicle systems are giving officers better access to the varied scenarios and terrains they encounter as they respond to calls. O

SOURCE LIST

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

- BMW Motorrad USA
- Bosch eBike Systems
- · Cheata Bikes
- · Dodge Law Enforcement
- Farber Specialty Vehicles
- Flymotion
- Ford Motor Company
- GM OnStar
- · Harley-Davidson Motor Co.
- · Hoverfly Technologies, Inc.
- · Lake Assault Boats LLC
- · LDV, Inc.

- · Lenco Armored Vehicles
- Nomad Global Communication Solutions
- · Pierce Manufacturing
- · Recon Power Bikes
- RIBCRAFT USA
- Sirchie
- · Terradyne Armored Vehicles
- · Trikke Professional Mobility
- Volcanic Bikes
- Zero Motorcycles



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



Data Reporting, Collection, and Analysis

matter experts in the following areas:



Policy Development



Investigations



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.

Stay up to date on new products and advances in technology to ensure your officers are equipped with the tools they need.

INTRODUCING THE NEW ARBITRATOR AS-1 FRONT VIEW CAMERA

Crystal Clear Evidence From a Compact Camera

The Arbitrator AS-1 Front Camera packs all the performance of our proven, i-Pro Extreme camera technology into a form factor so small it can mount out of your line of sight behind the rearview mirror. A powerful 1/3" sensor captures 1080p, high-definition video that renders faces, license plates, and small details accurately even in harsh lighting conditions and near darkness.

Clear Your Dash

The AS-1 mounts out of sight, behind the rearview mirror, giving officers an unobstructed view of the road.

See More, Especially at Night

Built on our proven, i-Pro Extreme camera platform, the AS-1 captures a wide-angle view and renders details in crisp 1080p. Extreme light sensitivity produces clear, color images down to .03 lux—near-complete darkness.



Reduce Costs

The AS-1 combines a front-facing camera and G-Force sensor in a single device, which cuts installation costs without sacrificing the Arbitrator system's ability to detect and record collisions. Plus, it is fully compatible with all Arbitrator 360° HD systems.

Newark, NJ-based Panasonic Corporation of North America is a leading technology partner and integrator to businesses, government agencies and consumers across the region. The company is the principal North American subsidiary of Osaka, Japan-based Panasonic Corporation and leverages its strengths in Immersive Entertainment, Sustainable Energy, Integrated Supply Chains and Mobility Solutions to enable its business-to-business customers. Panasonic was highlighted in Forbes Magazine's Global 2000 ranking as one of the Top Ten Best Regarded Companies for 2017. The ranking is based on outstanding scores for trustworthiness, honesty with the public and superior performance of products and solutions. Learn more about Panasonic's ideas and innovations at Panasonic.com.

https://info.panasonic.com/Arbitrator-AS-1-Camera.html

Hybrid Cases

The Pelican 1510 or Pelican Air 1535 Carry On Case now features both the TrekPak divider system and the Pick N Pluck manually customizable foam. Each divider section is manufactured from a waterproof, closed-



cell foam that is laminated to a rigid corrugated plastic panel. The foam is pre-scored and cubed for easy manual customization. The Pelican Air 1535 Carry On Case also features a removable rugged ID card holder. Both cases have a study pull handle coupled with a polymer O-ring for a dust and water-resistant seal and an integrated automatic pressure equalization valve that keeps moisture out and prevents vacuum lock.

www.pelican.com

2D Identification Code

HD Barcode, LLC, presents the HD Code Blue, a 2D identification code designed to assist first responders with accessing medical and emergency contact information about their injured or fallen colleagues. This 2D code stores an immense amount of data that can be printed on or applied to department-issued ID cards.



HD Code Blue ensures only authorized personnel who are assigned by a police department or agency can create and read their codes. The scanner implements a user-friendly data-entry program that is equipped with backend security that contains a unique authorization key assigned only to that agency.

www.hdbarcode.com

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.



Modular Crime Labs

HEMCO's Modular Crime Labs feature a modular construction design that is cost-effective and time-efficient compared to traditional construction. The entire laboratory workspace is pre-engineered, including the structure, lab furniture, and fume hoods to outfit the interior. The wall panels of Modular Crime Labs have a white fiberglass surface for chemical resistance and excellent light reflectivity. Because of the modular construction, the structure can be easily assembled, modified, or disassembled and relocated. Ceiling HEPA filtration is designed to meet the needs of a cleaned-up area from the surrounding environment to class 1000 (ISO 6).

www.HEMCOcorp.com

Uniform Carrier

Angel Armor unveils the RISE Uniform Carrier (R.U.C.) offering all-day rifle protection in a classic uniform appearance with color matching materials available in load bearing or Class B configuration. Designed using Angel Armor's weight distribution technology, the R.U.C. is custom fitted to each officer with fully adjustable sides. The carrier features a premium moisture wicking, antimicrobial mesh lining for cool-



ing and odor management, as well as ballistic panel shoulder straps to prevent armor from shifting and curling. Along with front and rear internal bottom loading rifle plate pockets, the R.U.C. has a large hidden front pocket with ambidextrous zipper access.

www.angelarmor.com

Al Resilience Program

FirstWatch, innovator of data-driven solutions for emergency services, launches ResilientFirst, a researchvalidated system that uses artificial intelligence and a virtual coach to improve wellness and provide emergency services personnel with simple techniques to better manage stress. With ResilientFirst, emergency professionals take a quick baseline assessment survey; then, they measurably improve their resilience, grit, and job satisfaction by daily completing three- to five-minute



"micro-tasks" on a smartphone or computer. An effective way of protecting first responders from the potentially devastating consequences of repeated exposure to traumatic incidents is to increase their resilience using evidence-based methods such as ResilientFirst.

www.firstwatch.net

Mobile Fingerprint Scanner

Integrated Biometrics, designer and manufacturer of high-performance mobile biometric fingerprint sen-



sors, announces the latest product in its line of low-power LES-based (Light Emitting Sensor) fingerprint scanners. Danno is the world's smallest FAP-30, FBI-certified device. At only 7mm thick and weighing less than one ounce, the fingerprint scanner is built around Integrated Biometrics' patented LES film. Danno's extremely low power consumption, compact size, and durability make it the ideal solution to the growing global demand for biometric fingerprint identification. The mobile fingerprint scanners with low-power consumption eliminate the need for constant recharging.

www.integratedbiometrics.com/product/ danno

Door and Gate Controller

ProdataKey, an innovator of cloud-based networked access control products and services, offers the pedestal io, a versatile door and gate controller designed for use in all-weather out-



visually appealing, stainless-steel housing, the unit's pdk io controller provides two reader inputs to support applications that require credential presentation for both read-in and read-out. The second reader input can also be assigned to trigger automated events. Ideal for securing parking lots, storage facilities, and other exposed outdoor locations, the pedestal io is compatible with any ProdataKey cloudbased network or wireless access control system.

www.prodatakey.com

Maritime Vessels

The Armored Group, LLC. announces their launch into the armored boat market with the



first of several new maritime vessels, TAG I 9.5 N (Navy) Rigid Inflatable boat. This inshore vessel is small, versatile, agile, and easily transportable by fixed or rotary-wing airlift. The TAG I 9.5 N is manufactured to meet the mission-specific requirements of the end user. These boats are built using some of the most complex specs for individual mission requirements. The boats are designed for shore-based and shipboard operations. They can be manufactured in various sizes and above-deck configurations and can be fitted with the latest shock-mitigation seating, as well as various weapons systems and ballistic protection.

www.armoredcars.com



By Cari Jankowski, Project Manager, and Breana McKenney, Project Coordinator, IACP

BUSES AND LARGE TRUCKS, INCLUDING DUMP TRUCKS AND TOW TRUCKS, COMMIT MOVING VIOLATIONS THAT PUT THEMSELVES AND MOTORISTS AT RISK, INCLUDING, MOST COMMONLY, DISTRACTED DRIVING, TAILGATING, IMPROPER LANE CHANGES, SPEEDING, AND IMPAIRED DRIVING.

Some commercial motor vehicle (CMV) drivers, particularly those operating dump trucks, are paid by the trip, making the drivers more likely to disregard traffic rules in an effort to decrease the time spent on each trip. In addition, compared to passenger vehicles, trucks have much longer stopping distances. In particular, wet and slippery roads create greater disparities between the braking capabilities of large trucks and passenger vehicles. As a result of their high center of gravity, large trucks and buses are also at a higher risk of rolling over. In 2017, 48 percent of deaths among occupants of large trucks occurred when vehicles rolled over.

In 2017, 4,889 large trucks and buses were involved in fatal crashes in the United States, an increase of 9 percent over the number of fatal incidents in 2016. Since 2009, fatal crashes involving large trucks and buses have

increased by 42 percent. Crashes resulting in injury increased by 62 percent from 2009 to 2015 and by 4 percent from 2016 to 2017. Due to these increases, law enforcement agencies should prioritize traffic enforcement on large trucks and buses in their jurisdictions.

All law enforcement officers have the authority to enforce large vehicle traffic infractions, even if they are not certified CMV inspectors. However, even though the need for sustained enforcement is clear—not only for CMV drivers, but also for passenger vehicle motorists operating aggressively around these large vehicles—the resources and training that law enforcement agencies use for traffic enforcement are being reduced in many jurisdictions due to budget constraints and shifting community priorities.

In partnership with the Federal Motor Carrier Safety Administration (FMCSA), the IACP provided a one-day, no-cost Large Truck and Bus Traffic Enforcement training in nine states across the United States to increase local officers' knowledge about the importance of conducting enforcement actions on large trucks and buses.

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2019 LARGE TRUCK AND BUS TRAFFIC ENFORCEMENT TRAINING: LOCATIONS AND DATES

▶ For more information about IACP's traffic safety initiatives, go to theIACP.org/projects/traffic-safety or contact trafficsafety@theiacp.org.

- Olympia, Washington—July 18, 2019
- Salem, Oregon—July 19, 2019
- Raleigh, North Carolina—July 25, 2019
- West Chicago, Illinois—July 29, 2019
- Weldon Spring, Missouri

 July 31, 2019
- Golden, Colorado—August 6, 2019
- Irvine, California—August 9, 2019
- Augusta, Maine—September 10, 2019
- Santa Fe, New Mexico—September 12, 2019





The one-day training included two sessions:

- 1. General Enforcement (2 hours): This session is geared toward the everyday frontline officer who may be hesitant to stop CMVs.
- Train-the-Trainer (4 hours): This session trains officers who may already have experience dealing with CMVs and would like to teach the material to others.

During this training, officers were presented with tools and strategies to effectively conduct traffic stops on large trucks and buses. The training included a PowerPoint presentation with video scenarios on how to safely make a stop, how to cite and report a stop, and how

to interact with the driver. Many officers have admitted discomfort or lacking the knowledge to enforce traffic stops on CMVs; reasons for this hesitancy vary from safety concerns to a lack of training or a lack of understanding of state laws regarding CMV violations. Throughout the training, the messaging was clear: all an officer needs to request during a CMV traffic stop is the driver's license, registration, and proof of insurance.

The IACP and FMCSA held a post-training roundtable discussion using feedback and common themes found throughout the Large Truck and Bus Traffic Enforcement trainings. The purpose was to hear from those agencies who received the training, identify challenges for law enforcement officers who may be reluctant to enforce traffic laws on large trucks and buses, and develop ideas for strategies and resources to address these issues.

Based on information gleaned from the roundtable, the IACP is developing an article that will be featured in a future issue of *Police Chief*, listing common themes and recommending resources to produce for the field regarding traffic enforcement for CMVs. The IACP is devoted to addressing global traffic safety and will continue to produce materials and tools in partnership with federal partners at the Department of Transportation to reduce crashes and their related fatalities, injuries, and traffic congestion. 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.

CURRENT OPPORTUNITIES

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February 10-14

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March 23-27

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April 13-17

COST

\$1,380. This includes course materials and select meals.

Early registration discounts available.

FOR MORE INFORMATION:



LeadershipServices@theIACP.org • theIACP.org/WLI 800.THE.IACP



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Policies for Effective Response to Firearm Violence



Preventing and responding to firearms violence is a complex and difficult challenge for law enforcement.

IACP Net contains policies from a wide variety of sources to assist with the issue, many coming from CALEA-accredited agencies.

- Seizure of Weapons Without Warrant (647674)
 Vancouver Police Department, British Columbia
- Rapid Response Team (651404)
 University of North Carolina at Chapel Hill Police
 Department, North Carolina
- Emergency Notification System (AlertOC) (650754)
 Tustin Police Department, California
- Critical Incident Negotiation Team (602706)
 St. Mary's County Sheriff's Office, Maryland
- Use and Availability of Body Armor (649731)
 Roseville Police Department, Michigan
- Safe School Information Package (639600)
 Chicago Police Department, Illinois

The full array of resources from the IACP Law Enforcement Policy Center is also included on IACP Net. Policies related to firearms violence include

- Active Shooter (647546)
- Firearm Recovery (648183)



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



TOP IACP BLOG POST

Meet the 2019 IACP/Target Police Officer of the Year Award Finalists

The International Association of Chiefs of Police (IACP) has partnered with Target to present the 2019 IACP/Target Police Officer of the Year Award. This prestigious award recognizes outstanding achievement in law enforcement and honors heroes who work tirelessly every day to make communities around the world safer.



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

TOP POLICE CHIEF OCTOBER ONLINE BONUS ARTICLE

"Crime Prevention Through Targeted Arrest Strategies"

By Richard
T. Long, CPP,
Detective
Services
Commander
(Ret.), Newport
Beach Police
Department, California



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

of the month



We applaud President Trump for signing today's executive order creating the Commission on Law Enforcement and the Administration of Justice. theiacp.org/news/blogpost...



THIS MONTH'S QUOTE

66

Law enforcement holds the syringe and the serum to inoculate a crime-weary citizenry who are beyond exhausted regarding the youths who are losing their lives to gun violence.

99

"Gun Violence in the United States and the Victimized Youth" 26–32

POPULAR IACP RESOURCE

Protecting Civil Rights: A Leadership Guide for State, Local, and Tribal Law Enforcement



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



FEATURED ITEM IN IACP MONTHLY OCTOBER NEWSLETTER

Registration Is Open for the Officer Safety and Wellness Symposium

Registration is now open for the 2020 IACP Officer Safety and Wellness Symposium, February 27–29, 2020, in Miami, Florida. Officer health and well-being continues to be an IACP priority as it impacts not only officers, but also families, colleagues, and communities. By attending this symposium, you will learn best practices and strategies for physical fitness, mental health, proper nutrition, adequate sleep, and decreased stress. Join the IACP to protect your health while you protect your community.





Learn more or register at theIACP.org/
OSWSymposium.



Law Enforcement–Based Victim Services

Strong Foundations Lead to Improved Victim Outcomes

VICTIM-CENTERED RESPONSES AND SERVICES ARE VITAL TO THE SAFETY, STABILITY, AND HEALING OF CRIME VICTIMS, AS THEIR USE REDUCES AND PREVENTS FUTURE VICTIMIZATION.

Many law enforcement agencies attempt to address victim needs but lack the time, resources, and expertise needed to develop robust victim-centered approaches or expand victim services units. The Law Enforcement Management and Administrative Statistics Survey reported that, from 2003 to 2013, the number of local law enforcement agencies employing 100 or more sworn personnel that have a full-time victim services unit increased only slightly from 33 percent to 36 percent. Even a minimal increase is an important first step and signals the potential for growth within law enforcement-based victim services.

The IACP is proud to serve as the training and technical assistance (TTA) provider for the Law Enforcement-Based Direct Victim Services and Technical Assistance Program (LEV Program). Sponsored by the U.S. Department of Justice, Office for Victims of Crime (OVC), this project seeks to increase the number of victim services programs in state, local, and tribal law enforcement organizations and expand partnerships with community-based programs to serve the broader needs and rights of all crime victims.

Under the Fiscal Year (FY) 2018 LEV Program, OVC funded 16 law enforcement jurisdictions as grantees. OVC released a second round of funding and awarded resources to an additional 36 law enforcement jurisdictions in FY 2019. There are now 52 state, local, and tribal law enforcement agencies actively using victim-centered approaches to develop or expand victim services units in their departments.

The IACP takes a threepronged approach to TTA provision: (1) virtual trainings geared toward executive leadership and program staff; (2) topic-specific publications; and (3) in-person trainings through regional meetings and site visits. While these sites receive tailored TTA, OVC and IACP aspire to provide resources to the entire law enforcement field. Recognizing the gap of technical assistance available to advance the professional field of law enforcementbased victim services, the IACP plans to ensure that many of the LEV resources are openly accessible.

The IACP is pleased to announce the release of the first LEV Program publication entitled *Establishing or Enhancing Law Enforcement-Based Victim Services—What Are the Key Considerations?* Accompanying this document is the "Key Considerations Checklist" to assist agencies in assessing their

This document, all subsequent publications, and webinars can be found at theIACP.org/projects/law-enforcement-based-direct-victim-services-lev.

strengths and areas for improvement. The following are the topics on the checklist:

- Victims' Rights What federal and states' rights exist? How are victims made aware?
- Advocacy Parameters What crime types are served? Where is the unit placed? Who supervises the advocacy staff?
- Documentation How is documentation handled? Have protocols been established for Brady disclosure, HIPAA, and FOIA?
- Partnerships Does crosstraining occur with victim services personnel and other personnel (SWAT, property)? Are formal agreements established with community agencies?
- Incorporating Victim
 Services into the Agency –
 Have victim services been
 incorporated into the
 department budget? Have
 victim services personnel
 been incorporated into
 department committees?

As the inaugural LEV Program document, the intent of Establishing or Enhancing Law Enforcement-Based Victim Services—What Are the Key Considerations? is to facilitate conversation within law enforcement agencies as they develop or enhance system-based victim services. Throughout the course of the LEV Program, subsequent publications will be released to expand on each section of the "Key Considerations" document. り

POLICE CHIEF * DECEMBER 2019 policechiefmagazine.org



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2020

27

29

IACP Officer Safety and Wellness Symposium,

MIAMI, FL

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.

theIACP.org/division-midyear

AUG

8

DAID Conference, SAN ANTONIO, TX

The DAID Conference 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. Attendance is open to drug recognition experts, physicians, prosecutors, toxicologists, sworn officers, first responders, and civilian employees of public safety and government agencies.

theIACP.org/DAIDconference

ост **17**

20

IACP Annual Conference & Exposition,

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Since 1893, the IACP has been shaping the law enforcement profession. The IACP Annual Conference and Exposition has been the foundation, providing leaders with new strategies, techniques, and resources they need to successfully navigate the evolving policing environment.

theIACPconference.org

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.

theIACP.org/tech-conference

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