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APRIL 2004

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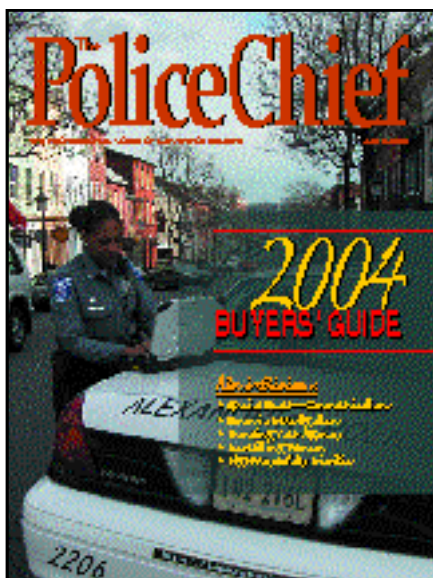
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## The IACP Center for Police Leadership

One of the central responsibilities of the 21st-century police executive—and a critical prerequisite to organizational success—is leadership development. It is vital that we, as law enforcement executives, take an active role in ensuring that our organizations have programs in place that systematically develop leaders so our organizations have leadership in depth and are continuously preparing leaders for the future.

This is a critical need because failure to institute a leadership development system can result in a lack of teamwork, operational inefficiency, and mistrust between the public and law enforcement officers. It can also result in misuse of power, heightened stress levels, and ethics violations.

Unfortunately, the paucity of leadership development materials designed specifically for the unique needs of the law enforcement profession and the absence of a comprehensive model for leadership development in a police agency have, in the past, made it extremely difficult for law enforcement executives to learn the best ways to develop and implement a leadership development system in their agencies.

In order to provide law enforcement executives with the tools necessary to implement a leadership development system, the IACP, through a grant from the Office of Community Oriented Policing Services (COPS), has designed and is currently testing a comprehensive leadership development model for law enforcement agencies nationwide.

The IACP model reflects documented best practices in the public and private sectors, the military, and the justice system. It is rooted in community oriented policing theory and addresses leadership as an agency-wide concept reaching all ranks and positions. In recognition of the diversity of police agencies and the communities they serve, the model is designed to be adaptable to an agency's individual mission and philosophy. Even though the model is flexible, it has at its foundation a set of core values that reflect the nature of our profes-

sion—values such as service, dignity and respect for others, honor, integrity, courage, loyalty, and duty.

The distinguishing feature of the IACP model is its focus on the systematic development of leaders at all levels of an organization—the concept of "every officer a leader." A police organization can no longer rely on a single leader or a small group of leaders. In order to develop leaders, law enforcement executives must first create a culture in their organizations that is supportive of dispersed leadership. This means establishing expectations that officers will take leadership actions at their level of responsibility, and it means providing training, support, and rewards to those who do.

Working from this model, the IACP has recently completed two leadership development courses, published two Leadership in Police

Organizations training bulletins, created an IACP reading list on leadership and leadership development, and held one train-the-trainer course in police leadership development.

I believe that the development of the model and subsequent actions represent a good start for our leadership initiative, but only a start. We must ensure that leadership development remains a continuing priority for the IACP and the law enforcement profession as a whole. That is why the major focus of my presidency will be to establish the Center for Police Leadership at the IACP. Initially, the center will be funded by the IACP Foundation and support from the COPS office. Eventually, the center would become self-sufficient, operating from the revenue generated by its training course materials.

The center will be an institution in the IACP dedicated to assisting police chiefs and their agencies in their efforts to promote leadership at all levels. It will serve as a central training and resource point for law enforcement agencies around the world, providing on-site training and technical assistance and developing police leadership publications of both an academic and practical nature. It is the IACP's goal, through the work of the center, to provide quality leadership training at a reasonable price and to provide some form of leadership-oriented information to police agencies in the United States and member agencies abroad.

As you can see, the IACP is committed to ensuring the success of this critically important program. We are confident the Leadership Development Initiative and the Center for Police Leadership will play a critical role in the ability of all law enforcement agencies to establish effective programs that will develop the next generation of law enforcement leaders. We must always remember that our success as law enforcement leaders will be determined not only by how we manage our departments today but also by how we have prepared our departments to meet the challenges of tomorrow.



**Chief Joseph M. Polisar**  
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## IACP Members Take Part in Day on the Hill Activities

**By Gene Voegtlin, IACP Legislative Counsel, and Jennifer Boyter, IACP Legislative Analyst**

Law enforcement executives from around the country recently met with their congressional delegations in Washington, D.C., as part of IACP Day on the Hill activities. This event provides an opportunity for participants to discuss IACP's legislative priorities as well as issues of local concern.

At this year's event, participants focused on critical issues related to federal funding for state, tribal, and local law enforcement agencies. These visits to Washington came at a critical time for the law enforcement community. According to an IACP analysis of the proposed fiscal year 2005 budget, law enforcement assistance programs at the Department of Justice and the Department of Homeland Security face cuts of more \$1.5 billion, which represents a 30 percent decrease from current levels.

Specifically, the proposed budget calls for significant reductions in programs such as the Local Law Enforcement Block Grant Program, the Edward Byrne Memorial Grant Program, the Community Oriented Policing Services Program, and the State Homeland Security Grant Program.

"All of these programs have played a vital role in dramatically increasing the capabilities and effectiveness of our nation's law enforcement agencies," said IACP President Joseph Polisar. "Today, when so much more is expected of our state, tribal, and local law enforcement agencies, is not the time to be reducing the funding for these critical programs."

During the Day on the Hill activities, Chief Polisar released a comprehensive analysis of the proposed budget and its potential impact on the law enforcement community. This report is available at [www.theiacp.org](http://www.theiacp.org).

### Senate Defeats Amended Firearms Immunity Bill

On March 2, by a vote of 8-90, the Senate overwhelmingly defeated a bill (S. 1805) that

would have limited the civil liability of the firearms industry after amendments to renew the ban on assault weapons and require more background checks at gun shows were adopted.

Prior to the final vote, the Senate passed by a vote of 52-47 an amendment offered by Senator Dianne Feinstein (D-California) to reauthorize for 10 years the existing assault weapons ban. Ten Republican Senators crossed party lines to vote for the amendment, while six Democrats voted against it.

Similarly, Senators approved by a vote of 53-46 an amendment offered by Senator John McCain (R-Arizona) to close the so-called gun show loophole. The amendment would require background checks at shows where at least 75 guns are sold. Exemptions would be provided for dealers selling guns out of their homes, members-only gun swaps, and meets conducted by nonprofit hunting clubs.

The IACP supported both of these amendments.

In addition, the Senate approved an amendment offered by Senator Ben Nighthorse Campbell (R-Colorado) that would allow off-duty and retired law enforcement officers to carry concealed weapons nationwide. Under the amendment, off-duty and retired officers would be exempt from state and local laws banning concealed weapons. The IACP opposed this amendment.

The Senate also adopted an amendment offered by Senator Barbara Boxer (D-California) that would have required firearms manufacturers and dealers to provide child safety locks whenever a handgun is sold or transferred.

The Senate defeated an amendment offered by Senator Edward Kennedy (D-Massachusetts) that would have expanded the definition of armor-piercing ammunition and require the attorney general to develop standards for testing body armor. Instead, it adopted a competing amendment offered by Senator Larry Craig (R-Idaho) that would increase the penalties for criminals who use armor-piercing ammunition in the commission of a violent or drug-trafficking crime.

After the Senate voted to pass the assault weapon and gun show amendments, Senator Craig, the sponsor of the immunity legislation,

declared the bill as amended a "bad bill. . . I believe it is so dramatically wounded that I would urge my colleagues to vote against it."

President Bush has said that he supports reauthorization of the assault weapons ban, but that he did not want the immunity bill to be amended.

Senator Feinstein has indicated that she will seek to put the assault weapons amendment on another bill. Without congressional action, the current ban on assault weapons bill expires in September.

### President Signs TEA-21 Extension; House Working on Reauthorization

President Bush signed legislation that extends authorization of the federal highway program for two months. Under the legislation, federal surface transportation programs will that were set to expire on February 29 will continue until April 30. This extension was required because Congress is still trying to complete work on a final highway bill.

Transportation Department Secretary Norman Mineta had warned that without the two-month extension the department would have had to furlough 5,000 workers who conduct safety inspections of trucks crossing U.S. borders, and would have had to stop the flow of federal money to hundreds of construction projects currently under way across the country.

The Senate approved a \$318 billion bill on February 12, which the White House has threatened to veto, saying it should cost no more than the president's \$256 billion proposal.

However, Senate Environment and Public Works Committee Chair James Inhofe (R-Oklahoma) defended the bill, saying that the \$256 billion requested by the president is inadequate to meet the country's needs.

House leaders have tentatively agreed on a six-year \$279.5 billion reauthorization bill, although a draft of the bill has not yet been released. Though the cost of the bill is higher than the \$256 billion limit placed on the bill by the president, the legislation is considerably less than the \$375 billion bill introduced by Transportation and Infrastructure Committee Chairman Don Young (R-Alaska).



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## New U.S. Supreme Court Decision Further Illuminates the Two Rights to Counsel

**By Karen J. Kruger, Assistant Attorney General of Maryland, Baltimore**

When a person stands accused of a crime, "the lawyer is the one person to whom society as a whole looks to as the protector of the legal rights of that person in his dealings with the police and the courts."<sup>1</sup> The constitutional right to the assistance of an attorney—the right to counsel—is one of the key components of the American criminal justice system. Each of the Fifth and Sixth Amendments to the U.S. Constitution guarantees a right to counsel in certain situations. But the two rights to counsel apply in different circumstances and, when present, involve different rules. This creates a sometimes confusing body of law that officers must nonetheless understand.

The Fifth Amendment, through *Miranda*, entitles a suspect to the assistance of counsel during custodial interrogation by law enforcement officers.<sup>2</sup> The Sixth Amendment guarantees a formally charged defendant a right to counsel, which protects him from any effort by the government to deliberately elicit from him incriminating information about the charged matter.<sup>3</sup> Both rights to counsel may be waived provided the subject is advised of and understands the rights involved. *Fellers v. United States*, a January decision of the U.S. Supreme Court, illuminates the differences between the two rights.<sup>4</sup>

### Facts and Lower Court Analyses

A grand jury in Lincoln, Nebraska, indicted John J. Fellers for conspiracy to distribute methamphetamine, and police officers went to his home to arrest him. They knocked on his door, identified themselves, and asked if they could come into the house. Fellers invited the officers in. The officers told Fellers they were there to discuss with him his involvement in methamphetamine distribution. They also told him that they had a federal warrant for his arrest and that a grand jury had indicted him for conspiracy to distribute controlled dangerous substances, and named four of the other per-

sons referred to in the indictment. The officers did not advise Fellers of his *Miranda* rights. Although they asked him no questions, Fellers then told the officers that he knew the four individuals and had used methamphetamine with them. The officers transported Fellers to the county jail and then advised him of his rights, which he waived. He agreed to speak to the officers, repeated that he had associated with the others who were named in the indictment, and admitted having loaned money to one of them even though he suspected that she was involved in drug dealing.

Before trial, Fellers filed a motion to suppress all of his statements, arguing that they were obtained in violation of his rights. A magistrate judge recommended that both sets of statements be suppressed because, according to that judge, the police did not advise Fellers of his *Miranda* rights at his home; Fellers was in custody when he made the statements in his home; the officers used deceptive techniques to prompt him to make statements; and Fellers would not have made the subsequent incriminating jailhouse statements but for the illegally obtained first statement.

When the U.S. district court (the trial court) reviewed the motion, it offered a different view. That court suppressed the "unwarned" statement that Fellers made at his home but allowed the prosecution to use the jailhouse statement because Fellers had voluntarily waived his *Miranda* rights before making that statement. The jury convicted Fellers of conspiracy to possess with intent to distribute methamphetamine.

Fellers appealed his conviction to the U.S. Court of Appeals for the Eighth Circuit and argued that the lower court should have suppressed his jailhouse statements because "the primary taint of the improperly elicited statements made at his home was not removed by the recitation of his *Miranda* rights at the jail."<sup>5</sup> The court of appeals held that since the police did not "interrogate" Fellers at his home and because Fellers waived his *Miranda* rights at the jail, his waiver of his jailhouse statement was properly admitted against him.

But Fellers also contended that the officers' actions at his home violated his Sixth Amendment right to counsel because he had already

been formally charged. Since the officers did not interrogate Fellers at his home, and because that first statement was suppressed, the court of appeals did not agree. But the court of appeals did not consider whether the second statement should have been suppressed because the earlier interaction may have violated Fellers's Sixth Amendment right to counsel.<sup>6</sup> Fellers appealed to the U.S. Supreme Court.

### U.S. Supreme Court Review

The Sixth Amendment right to counsel attaches at the commencement of judicial proceedings "whether by way of formal charge, preliminary hearing, indictment, information, or arraignment,"<sup>7</sup> and applies "even when there is no interrogation and no Fifth Amendment applicability."<sup>8</sup> In some ways, it is therefore the broader right to counsel.<sup>9</sup>

From the moment of formal charging, it prohibits, absent a knowing waiver, any government efforts to "deliberately elicit" from a defendant any incriminating information concerning the crimes charged.<sup>10</sup> However, if a defendant waives his Sixth Amendment right to counsel, or makes incriminating statements that are not in response to government agents' intentional efforts to elicit information, his statements may be used against him.<sup>11</sup>

In *Fellers* the court of appeals held that the second statement, the so-called jailhouse statement, was properly admitted—finding that Fellers had knowingly and voluntarily waived his *Miranda* rights before making it. Applying the analysis of *Oregon v. Elstad*,<sup>12</sup> a Fifth Amendment case, it found that Fellers's jailhouse waiver made any problems with the interaction at his home inconsequential. But that court did not determine whether a prior Sixth Amendment violation might have tainted the jailhouse statement.

The Supreme Court unanimously ruled that the lower court failed to appreciate fully that the police "deliberately elicited" the statements Fellers made at his home, and thereby violated his Sixth Amendment right to counsel. The Court emphasized that the Sixth Amendment right to counsel differs from the Fifth Amendment (*Miranda*) custodial-interrogation principle, and may apply even when

the police do not expressly interrogate a defendant. According to the unanimous Court, "There is no question that the officers in this case 'deliberately elicited' information" from Fellers during the contact at his home.<sup>13</sup>

Moreover, the Supreme Court noted it has "not had occasion to decide whether the rationale of *Elstad* applies when a suspect makes incriminating statements after a knowing and voluntary waiver of his right to counsel notwithstanding earlier police questioning in violation of Sixth Amendment standards."<sup>14</sup> The Supreme Court therefore sent the *Fellers* case back to the court of appeals, instructing it to de-

cide whether the use of the *Miranda* procedures at the jail was sufficient to produce a valid waiver of the Sixth Amendment right to counsel, in view of the fact that the earlier statement was deliberately elicited in violation of that right.

In *Patterson v. Illinois* the Supreme Court held that *Miranda* warnings were sufficient to allow a knowing waiver of the Sixth Amendment right to counsel, at least when a defendant is also informed that he has been formally charged in the matter that the police wish to discuss.<sup>15</sup> So the court of appeals must further consider this case and decide whether Fellers's *Miranda*-style waiver at the jail was a valid waiver of the Sixth

Amendment right to counsel notwithstanding the earlier Sixth Amendment violation.

## Summary and Conclusion

The Supreme Court has made clear that a person has a Sixth Amendment-based right to the assistance of counsel after formal charging at any effort by government authorities to deliberately elicit from him incriminating information regarding the crimes that are charged. However, that right can be waived, and the "warnings [that] suffice for *Miranda*'s purposes will also be sufficient in the context of post-indictment questioning," depending on specific circumstances.<sup>16</sup>

The import of the U.S. Supreme Court decision in *Fellers* is that the interaction at his home was a deliberate elicitation of incriminating information that itself required a prior waiver of the Sixth Amendment right to counsel. Although he may not have been in custody, he had been formally charged. The Fifth Amendment right to counsel may not have attached, but the Sixth Amendment right to counsel certainly had. There may have not been any interrogation, but officers deliberately elicited incriminating information. The cure would have been a waiver—given prior to the conversations at Fellers's home—of his Sixth Amendment right to counsel.

This waiver could have been accomplished, according to *Patterson v. Illinois*, by advising Fellers of his indictment and then using *Miranda*-type warning and waiver procedures. His subsequent waiver would have then permitted both deliberately elicitation and direct interrogation regarding the methamphetamine conspiracy and other criminal involvements.

*Author's note: The views expressed in this article are the author's alone and not those of the Maryland attorney general or his staff.*

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<sup>1</sup> *Fare v. Michael C.*, 442 U.S. 707, 719 (1979).

<sup>2</sup> *Miranda v. Arizona*, 384 U.S. 436, 468-69 (1966).

<sup>3</sup> *Michigan v. Harvey*, 494 U.S. 344, 353 (1990).

<sup>4</sup> \_\_\_ U.S. \_\_\_, 124 S. Ct. 1019 (2004).

<sup>5</sup> *U.S. v. Fellers*, 285 F.3d 721, 724 (8th Cir. 2002).

<sup>6</sup> *Id.*

<sup>7</sup> *Kirby v. Illinois*, 406 U.S. 682, 689 (1972).

<sup>8</sup> *Rhode Island v. Innis*, 446 U.S. 291, 300 n. 4 (1980).

<sup>9</sup> It is important to note that the Sixth Amendment right to counsel is not general but "offense specific." *McNeil v. Wisconsin*, 501 U.S. 171, 175-78 (1991).

<sup>10</sup> *Kuhlman v. Wilson*, 477 U.S. 436, 459 (1986) ("deliberate elicitation" defined as "any investigatory techniques that are the equivalent of direct police interrogation").

<sup>11</sup> *United States v. Stevens*, 83 F.3d 60, 64 (2d Cir. 1996).

<sup>12</sup> 470 U.S. 298 (1985). Under *Elstad*, "A suspect who has once responded to unwarned (by *Miranda*) yet uncoercive questioning is not thereby disabled from waiving his rights and confessing after he has been given the requisite *Miranda* warnings." *Id.* at 318.

<sup>13</sup> 124 S. Ct. at 1023.

<sup>14</sup> *Id.*

<sup>15</sup> 487 U.S. 285 (1988).

<sup>16</sup> 487 U.S. at 298.



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## NHTSA's Highway Safety Priorities

We made significant progress in our efforts to reduce traffic crashes, deaths, and injuries in 2003. Thanks largely to hard work by our law enforcement partners, the United States realized a record high level of occupant protection use of 79 percent. We estimate that this 4-percentage-point increase in safety belt use will result each year in roughly 1,000 fewer fatalities across the country. While laying the groundwork for future fatality reduction through increased use of occupant protection devices, the nation's total number of highway fatalities crept slightly upward. We must renew our efforts to build on our successes and strengthen our areas of weaker performance to speed the reduction of traffic fatalities and crippling, disabling injuries.

With that in mind, I want to share National Highway Traffic Safety Administration's highway safety program development and implementation priorities for 2004 and 2005. These program priorities represent the emphasis areas that are most likely to achieve significant reductions in highway fatalities and injuries over the next 21 months.

Our goal remains firm. We can drive our national traffic fatality rate down to no more than one death per 100 million miles of vehicle travel, and we can get there no later than 2008. It means cutting the death rate by more than one-third, from the 1.51 deaths per 100 million vehicle miles traveled in 2002. To stay on target, we have to cut the death rate to 1.25 or less by 2005. We must accept this challenge, because the ever-increasing annual miles traveled will result in more Americans dying if we simply hold the line at the current rate. For example, if the fatality rate doesn't improve and annual VMT continues to increase as it has in recent years, we will lose about 48,000 lives in 2008. That is 5,000 more than we lost in 2002, and that is unacceptable.

With your support, we can reach our goal, and we know what it takes. We can make headway in 2004, and dramatically accelerate the pace in 2005, if we concentrate on strategies that have the highest potential to move the numbers in the right direction. NHTSA's administrator, Jeffrey W. Runge, M.D., has recently outlined five areas for action that have that potential and are based on research or data analysis or both.

### Safety Belt Use

First, let's continue to drive safety belt use up. In 2003 we reached an all-time national high of 79 percent usage. We accomplished this by a coast-to-coast commitment to high-visibility enforcement that embedded "click it or ticket" in the national consciousness. With law enforcement leadership, we are going to continue that commitment throughout the years ahead and push belt use to over 80 percent by 2005. We are also going to continue our support for primary safety belt laws. States that have upgraded to primary laws have enjoyed double-digit increases in use in the first year alone. With Delaware and Illinois joining the ranks of primary belt law states in 2003, primary laws protect nearly 60 percent of Americans. When we get the rest of the states on board, we will save about 1,400 lives each year.

### Impaired Driving

Second, let's get impaired drivers off the road. We have set in motion a national campaign of sustained enforcement of impaired-

driving violations, including sobriety checkpoints and saturation patrols, punctuated by periodic high-intensity crackdowns and backed up by heavy public awareness campaigns stressing the message "You drink and drive, you lose." The public is starting to get the message.

We will continue this unrelenting, well-advertised enforcement campaign in the years ahead. But we are going to do more than that. We are going to work with the states and many other partners to strengthen the capability of our adjudicatory system to address and combat the crime of driving while impaired (DWI). Specifically, we must work to provide technical training and professional assistance to prosecutors that handle DWI cases or seek to establish prosecutor positions dedicated to prosecuting DWI cases.

We also want to ensure the judiciary has the tools and knowledge it needs to fairly, effectively, and consistently hear and dispose of DWI cases. This includes information about sentencing and the capability to monitor offenders to ensure that sentences are adhered to fully and completely, including the establishment of DWI courts where feasible and appropriate. And beyond that, we must continue to reach out to the entire medical and health care community, to put in place routine alcohol screening and referral to assessment and treatment.

Let's continue to build on our work to break the chain of progression of substance abuse before it takes more lives on our roads. We need your support and involvement in the highly publicized mobilization and crackdown periods in 2004 on occupant protection (May 24-June 6) and impaired driving (August 27-September 12). Collaboratively, we need to do all of these things to force the alcohol-related death rate down to no more than 0.53 deaths per 100 million vehicle miles traveled.

### Crash Data

Third, we need your help to do a better job of gathering and reporting the facts we need to manage our programs. The police accident report (PAR) is the first link in a critical system of data collection and analysis. It is the foundation on which data and traffic records systems are built. It is used to determine whether pro-



**Otis Cox, Deputy Administrator,  
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gram priorities are as accurate, complete, or timely as needed. How can we respond effectively to changing needs when access to crash data lags a year or more behind the event, or when basic information on contributing factors, such as whether a driver had been drinking, simply isn't collected in over half the cases? This data is used by law enforcement agencies, state highway safety agencies, and many others nationwide to identify problems, allocate resources, and measure the success of programs and enforcement efforts. NHTSA will provide technical leadership, guidance,

training, and other resources in working with the states to ensure programs are developed using the best available data and sound analysis, and that plans are developed and implemented to improve state data systems and analysis.

We are committed to continuing efforts to improve the responsiveness of our Fatality Analysis Reporting System (FARS) to reduce the fatality reporting lag time from one year to one month. We need your personal leadership to push for similar improvements with state traffic data systems.

## Rollover Fatalities

In addition, we must respond to emerging trends in our national vehicle fleet. We see two priorities in this area. The first is to reduce rollover deaths. Rollovers occur in only 3 percent of all crashes but account for one-third of passenger motor vehicle occupant deaths. Here again, data gathered by traffic enforcement officers can provide the first indication of driver error or a vehicle defect.

Obviously, motor vehicle manufacturers have a crucial role to play here, especially in improving the safety performance of vehicles. But you can and must contribute as well. Our priority of increasing belt use will also help here, as fully 75 percent of the vehicle occupants killed in rollover crashes are unbuckled.

## Vehicle Compatibility

The other priority relating to the fleet is to improve vehicle compatibility. It is clearly a challenge to design in-vehicle systems that will adequately protect the occupants of a small car when struck by a big car. But there are steps we can take. Our proposed self-protection, or side-impact rule, will produce significant safety benefits. However, strict enforcement of unsafe driving violations such as following too closely, speeding, and other unsafe maneuvers that increase the probability of crash involvement will aid in mitigating this problem.

These, then, are our highway safety program development and implementation priorities for 2004 and beyond:

- Higher belt use
- Less impaired driving
- Improved access to better data
- Fewer rollover deaths
- Improved vehicle compatibility

It is your leadership and continued commitment in working with us that will determine how much progress we achieve, particularly in the first three areas.

Finally, we at NHTSA are keenly aware of the role law enforcement has in the success of highway safety programs. Enforcement is essential to ensure drivers obey our traffic laws, not just through writing tickets but also through the creation of a deterrence effect that will ensure driver conformance is achieved. The effectiveness of this deterrence depends primarily on two crucial factors: the driving behavior must be definable and detectable; and there must be a perceived risk of apprehension. During these times of budget hardships and limited enforcement resources, we must work together to ensure that there exists a nontrivial chance of being apprehended when engaging in unsafe behaviors. This is most easily accomplished through an effective and efficiently managed highway safety program. Identifying NHTSA's priority programs should provide a clear, definable message of acceptable driver behavior. Through our continued strong partnerships with the law enforcement community, we will reduce fatalities and injuries in the future.



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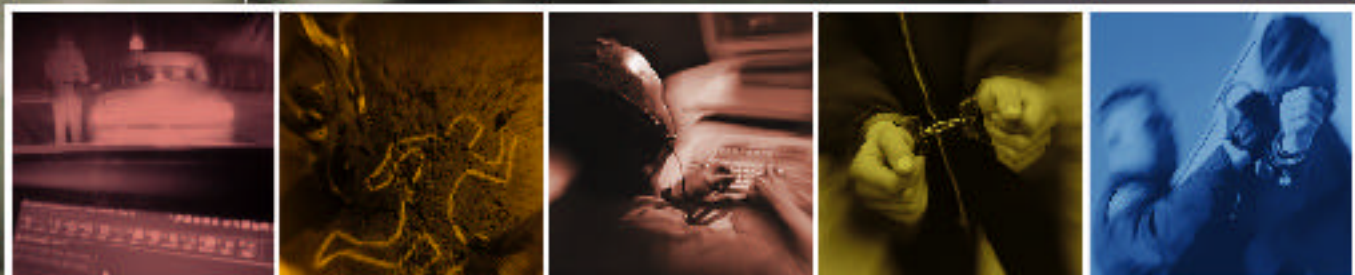
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## Where do the good ideas come from?

***In this column, we offer our readers the opportunity to learn about — and benefit from — some of the cutting-edge technologies being implemented by law enforcement colleagues around the world.***



### Fontana Police Use New Robinson Helicopter

The Robinson Helicopter Company announces that a new R44 Raven II police helicopter has entered service with the Fontana Police Department in California, just in time to assist emergency personnel with the large wild fires that struck the region. The helicopter flew the city's mayor and chief of police over fire-damaged areas in and around Fontana, allowing city officials to make immediate tactical decisions concerning additional resources, evacuations, and reopening roads.

"It saved time and money being able to take these people immediately into the air to survey the damage rather than attempting to see it by driving," said Lieutenant Chris Tronaas, emergency services coordinator and Air Support Unit supervisor for the Fontana Police Department. "But what was even more remarkable is both of them identified hot spots during their flights. In each instance the pilot called in fire-fighting helicopters to extinguish the blazes, which was done while the R44 hovered a safe distance away. The mayor and chief are now firmly set in their appreciation for the aircraft."

Owned and operated by California Aviation Services Inc., the police helicopter flies four nights a week, for a total of 40 hours, over Fontana. It went into service October 8 and within 30 minutes started earning its keep.

"We were right at the beginning of the shift when the Lo Jack went off," said CAS owner and pilot Leo Bell. "We were over the stolen car before dispatch could give us the description and it was successfully recovered. The next day we apprehended robbery suspects. We've been busy almost every night since."

After seven years of annual contracts with the San Bernardino County Sheriff's Department for air support, Fontana was forced to seek alternative air support options when the county raised the rates it charged to cover increased expenses.

"We needed something we could afford, something that was fast enough to keep up with cars racing 110 miles per hour down the freeway, carry three people, have a FLIR, and be flown by police-trained pilots," said Bell, a sworn police officer and helicopter pilot.

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### Nassau County Hires Architect for Police and Fire Building

Swanke Hayden Connell Architects announces that it is providing architectural, inte-

rior design, and graphic design services for a new police and fire marshal headquarters in Nassau County, Long Island, New York.

According to Nassau County Executive Thomas R. Suozzi, the facility is a critical initial step in a comprehensive real estate consolidation plan. "This new complex will combine existing county operations from 11 different locations," he noted. "It will enable us to provide enhanced services to the public at a considerable cost savings."

Located in Westbury, the 300,000-square-foot facility will house all of Nassau County's police department headquarters functions as well as most police bureaus and squads, the fire marshal's headquarters, and the arson and bomb squad. The center will also include communications and information systems and forensic labs, a 300-seat assembly hall, a public business transaction entrance, and a police museum.

The architects conducted programming interviews with more than 50 divisions of the police department and the fire marshal's office to determine the space requirements of the various functions. The architects expect construction of the \$110 million public safety center to begin in late 2005.

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### Tennessee Highway Patrol Acquires Bushmaster Carbines

Bushmaster Firearms announces that it has been awarded a contract from the Tennessee Department of Public Safety to produce 1,000 Bushmaster carbines with 16-inch barrels and A2 fixed sights. The company says it will train highway patrol staff on the carbines and conduct in-the-field inspections twice yearly.

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# State Highway Patrol Enhances Safety and Efficiency with Mobile Computers

**By Kim Hull, Captain and Technology Project Manager, Missouri State Highway Patrol, Jefferson City, Missouri**

In 1999 a veteran officer was shot and killed near Saint Joseph, Missouri, after stopping a motorist suspected of stealing gasoline from a filling station. The motorist had an outstanding missing person and caution record entered in the National Crime Information Center's system at the time of the stop. The officer called the license number into the dispatch center, and the dispatcher retrieved the information from NCIC in nine seconds. But because the dispatcher was also responding to inquiries from four other officers at the time, two and a half minutes passed before the dispatcher attempted to contact the officer. By then, the officer had been fatally shot.

That year, the Missouri State Highway Patrol requested and received funds from the Missouri Department of Public Safety to buy wireless mobile computing devices (MCDs) that would allow officers to submit inquiries directly, without having to wait for a radio frequency to become available. The agency bought 18 Panasonic Toughbook 27 computers with Sierra MP-200 wireless modems were purchased for phase 1 (pilot evaluation) of the MCD project.

## Pilot Project

To determine whether using the MCDs could decrease radio traffic and improve officer productivity, the agency selected 32 road officers to participate in the pilot project. It issued MCDs to 18 officers, making them the treatment group. It assigned 14 officers to the control group. The treatment group showed higher productivity in most areas. In a survey of members of the treatment group, the officers indicated that they were satisfied with the functionality of the MCD.

## Implementation

In 2001 the MSHP received \$1.75 million in earmark funding to continue the program. Phase 2 of the project was initiated and 151 additional MCDs were purchased for deployment statewide. Total deployment was achieved on this phase by December of 2001. When officers were asked how they would rate the usefulness of the MCD in carrying out daily activities, 81.1 percent gave the MCD a "superior" or "above average" score. Most of the complaints directed toward the project were directly related to lack of availability of CDPD coverage in rural areas.

In 2002 the MSHP again was successful in obtaining a federal earmark for \$4 million to continue the MCD program along with other integration projects. The MSHP also received a COPS More 2002 grant to conduct a 38-unit pilot project using satellite technology for wireless inquiries.

Phase 3 started in May 2003, when 431 additional MCDs were purchased and installation was initiated. Because of the overall acceptability of the units and the trust in the project by the officers, the agency purchased GPS modems. It also updated phase 2 modems to GPS.

The configuration and installation of the units by MSHP employees caused myriad problems, largely because the radio shop, which was assigned the additional task of installing the MCDs, lacked the staffing to handle the new responsibilities. The agency addressed the shortfall by hiring temporary employees to conduct the new and retrofit installations.

It was also difficult to roll out security patches and software updates to the units because they were scattered throughout the state. Remote management software was installed on the MCD units and network routers were installed in the zone offices to help with the downloading of updates. Voice response software was also added in this phase that reads database responses aloud. This phase is currently 10 MCDs away from being complete.

## Future Issues

Missouri, like most states, faces challenges when it comes to providing wireless voice or data statewide. Outside of building our own statewide system, satellite links appeared to be the only comprehensive solution. Through the COPS More 2002 grant, a project was initiated that will place 38 MCDs with satellite communications capability in remote locations around the state. After much research, the state issued a request for proposals from mobile satellite providers.

With the future deactivation of CDPD, MSHP is like many other agencies, looking for new wireless solutions. At the present time, we are testing CDMA, GSM, and IDEN technologies. In the spring of this year, we will start a CDMA pilot with 40 MCDs in the Kansas City area. Verizon and Sprint, the two major carriers in Missouri, have just approved several external GPS modems for use on their networks. This will not be a statewide solution, but it should provide substantial coverage with broadband capabilities.

## Summary

The Missouri State Highway Patrol Mobile Computing Device Project has been a success. More than 600 units have been deployed, and another 100 are planned for the near future. Several divisions of the MSHP are working together to bring a technology solution to line officers.

The driving factor in this project has been officer safety. With this technology, officers no longer have to wait for a dispatcher to relay critical safety information. They can now get it themselves before they get out of their cars.

For more information on this project, please write to the author at Technology Project, Missouri State Highway Patrol, P.O. Box 588, Jefferson City, MO 65102 USA, or [hullk@mshp.state.mo.us](mailto:hullk@mshp.state.mo.us).





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## 2004 SACOP Midyear Conference

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**T**he IACP Division of State Associations of Chiefs of Police (SACOP) recently concluded its 2004 midyear conference and meetings with congressional leaders during Day on the Hill. Seventy-five delegates representing 33 states met from February 29 to March 3 to address the concerns of law enforcement administrators. J. Scott Finlayson, chief of police in Springville, Utah, and general chair of SACOP, led the conference.

SACOP, one of three IACP divisions, regularly brings together the leaders of the state associations to help them establish new levels of communication, coordinate state association activities, and create a forum for balancing the states' views on significant law enforcement issues. Membership in SACOP is available only to chief executives of police departments who are current officers in a state association of chiefs of police.

### **Federal Initiatives Affecting States**

FBI Director Robert S. Mueller III met with the SACOP membership during the midyear conference; in his remarks to the

group he emphasized the critical role local law enforcement plays in combating terrorism and stressed the need for strong interagency relationships. Citing specific examples, he illustrated the shared commitment of the FBI and local law enforcement to providing greater security for the nation. Representatives from the U.S. Department of Justice, the U.S. Department of State, and the National Highway Transportation Safety Administration addressed the members on a variety of federal initiatives and listened to the concerns of the state associations.

### **Focus on the Future**

SACOP has initiated projects designed to increase officer safety, address the problems facing smaller police agencies, and promote greater involvement in the association as a whole. The executive directors of the state associations have collaborated on a plan to increase their activity in SACOP and improve the exchange of information among the state associations. SACOP has also responded to a call from IACP President Joseph M. Polisar, chief of police in Garden Grove, California, by providing re-

gional representatives to help the IACP develop a comprehensive position paper to address the critical issues of immigration enforcement by local law enforcement.

**Police Officer Safety Technology Project:** SACOP is studying the issue of officer safety and how personal protective garments and equipment can be integrated in a personal protective system to reduce the number of officers killed or injured in the line of duty. The Police Officer Safety Technology (POST) Project critically examines existing and developing technology for the purpose of incorporating this technology into the peace officer's uniform. Chaired by Mark Whitman, commissioner of police in York, Pennsylvania, the POST Project will identify the gaps in protective clothing and equipment that when used will minimize, and eventually eliminate, officer injuries. The long-term goal of the POST Project is to apply technology to the personal protective systems for the police officer of the future.

SACOP has identified the type, frequency, and severity of injuries that officers sustain in executing their daily duties. During the midyear conference, SACOP members discussed the results of





*Robert S. Mueller III, director, Federal Bureau of Investigation*



*J. Scott Finlayson, chief of police, Springville, Utah, and general chair, IACP Division of State Associations of Chiefs of Police*



*Carl R. Peed, director, Office of Community Oriented Policing Services*

# States' Views

a POST study that identified the major injuries and their causes.

The four corporate partners of the POST Project, DuPont, ITT Industries Night Vision, Motorola, and W.L. Gore and Associates, continue to lend their support to the chiefs in SACOP by providing technical and analytical insights.

**Smaller Department Assistance:** The SACOP Smaller Department Section focuses on the needs of police departments that serve populations smaller than 25,000 or have fewer than 25 sworn officers. Those concerns include training, budgets, recruitment, and retention. The chair of the section, Terry Milam, chief of police in Saint John's, Missouri, serves on the IACP advisory group to a Department of Justice grant for providing services, support, and technical assistance to smaller police departments.

## **Day on the Hill**

The biannual Day on the Hill on March 3 provided the SACOP membership with an opportunity to present members of Congress with information on the proposed budget cuts in state and local law

enforcement assistance and the affect the cuts will have on law enforcement's ability to perform its most basic services. Of particular concern were the funding reductions for traditional law enforcement programs such as the Local Law Enforcement Block Grant Program, the Edward Byrne Memorial Grant Program, and the Community Oriented Policing Services Programs. The message delivered was clear: targeting these and other critical programs for such large reductions could significantly weaken the ability of state and local law enforcement agencies to protect our communities from both crime and terrorism.

Joined by members of the legislative committee and the IACP State and Provincial Policing Division, approximately 75 law enforcement executives covered 230 meetings in one day.

## **SACOP Partners**

Members of the IACP Board of Officers attended the SACOP meeting. President Polisar addressed the membership during the general business meeting. Also contributing their support, advice, and insight to the division's deliberations were

IACP vice presidents Mary Ann Viverette, chief of police in Gaithersburg, Maryland, Ronald Ruecker, superintendent of the Oregon State Police, Russell B. Laine, chief of police in Algonquin, Illinois, and Michael J. Carroll, chief of the West Goshen Township Police Department in West Chester, Pennsylvania, and Past President Joseph Samuels.

**Sponsors:** The SACOP midyear conference enjoyed the support of many industry leaders and law enforcement partners. Assisting the division with its work were Motorola, the IACP/DuPont Kevlar Survivors Club®, ITT Industries Night Vision, D.A.R.E. America, W. L. Gore and Associates, and the Security Industry Alarm Coalition. Considerable support was provided by the Virginia Association of Chiefs of Police and the Fredericksburg, Virginia, Police Department. The Texas Police Chiefs Association will host next year's meeting, in San Antonio.

SACOP encourages all IACP members to become active in their state associations. State associations can have a tremendous impact on the energies and direction of the IACP.



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# Creating the Police Department's Image



*Photograph courtesy  
University of Vermont  
Police Services*

**By Gary J. Margolis, Ed.D.,  
Chief of Police, University of  
Vermont, with Noel C. March,  
Chief of Police, University of  
Maine**

**I**n today's mass-market media-driven society, it is becoming difficult to define ourselves before someone else does it for us. This is true for everything from laundry detergent to automobiles, and it holds for police departments. A community develops and holds an image of its po-

lice department. This image defines the standing of the police department and its employees in the community's esteem. It also affects the department's recruitment and retention, its budget, and the support it receives from the community. Unfortunately, too often police departments have allowed others to define their image instead of defining it for themselves.

## ***The Public Image of the Police***

In October 2001, the Administration of Justice Program at George Mason University completed a report, *The Public Image of the Police*, for the IACP Police Image and Ethics Committee, that identified historical trends in the public perception of the

police.<sup>1</sup> Among the various conclusions that could affect the branding of a department were the following:

- A citizen's confidence in the police depends more on his or her perceptions of a police officer's motives than on whether the outcome of a contact with an officer was favorable to the citizen.

- Racial minorities consistently show lower assessments of police than do whites, and the overall legitimacy of the police depends more on citizens' perceptions of how police treat them than on their perceptions of police success in reducing crime.

- Citizens' perceptions of how police treat them appear to affect their willingness to obey the law and obey the police.

- Citizens' expectations of how the police will perform affect their evaluation of how police actually perform during a specific contact.

- Most citizens regard the mass media as their prime source of information about crime, and crime news is the context for most mass media accounts of police work. The implicit message of much crime news is that police have been unable to catch offenders.

- Although the majority of the public has a substantial degree of confidence in the police as a general institution, it has been declining slowly since 1996 (from 60 to 54 percent). The trend in respect for the police has been declining since the mid- to late-1960s.

- Most citizens express positive attitudes about the fairness of the police, but a significant portion rate them as "only fair or poor."

- Entertainment media present images of police officers (as incompetent rule breakers, for instance) that distort the realities of everyday police work.

This report shows that the perception of the police, the police department's brand identity, has a direct impact on the department's ability to prevent, control, and solve problems. It also affects the relationship officers have with citizens.

## Who Defines the Department?

Does the department define itself, or do others do it for the department? Does the chief define him or herself, or do others do it?

Each day, the police executive navigates a series of issues that has the potential to define the agency in a manner inconsistent with the actual mission, vision, and values of the department. How well the chief and the department handle these issues helps determine the department's ability to obtain the public's cooperation and support, to recruit the right people for the department, and to secure the budgetary resources to do the job.

Although it is the chief who must establish the vision for the department, each employee has a role in defining the department. As such, it is important to consider how well employees and prospective employees fit with the image of the department before promoting or hiring them:

- Do they share department's philosophy of service?
- Do they define their role and self-image in a manner consistent with the department's mission?
- Are they perceived in such a way that they instill confidence in the public so the department can do its job?

- Once they are on the team and are successful, will they stay?

- Are they (sworn and unsworn employees and prospective employees) aware of the impact that bias can have on the department's success?

- Do they (officers and officer candidates) recognize the challenges that excessive use of force can have on the community's support?

Another issue to consider is that police action in one area of the country can affect the image of policing in another area. We know that the image of the whole profession, in other words, can be tarnished by the actions of a few officers many miles away. When such issues are found at the top of the organization, or in the ranks of midlevel leadership, a wedge is driven between managers of the department and the officers who are providing the service at the line level. All this may lead to internal stress, a lack of introspection, reduced public confidence in the police, and, ultimately, a colossal failure to provide police services.

Today, police agencies are better trained, better educated, and more diverse than at any other time in history. Technology is such that officers are better equipped and prepared to address the issues they face daily. As a profession, law

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enforcement has adopted a philosophy of proactive community policing and the leaders are more strategic, compassionate, service oriented, and tougher on crime than any other time in our history.

In spite of this historic success, Los Angeles Police Chief William Bratton writes, "Our profession today is in a 'malaise.' We are coming off the most significant 10 years in advancements in policing history. We led it, we did it, we were the thinkers and the implementers and the evaluators—yet it isn't enough. In our 'malaise' we are not leaning forward into the fight, but we are back on our heels in survival."<sup>2</sup>

A way out of this malaise is through branding the police department.

### Brand Positioning Starts with the Agency Head

Brand positioning identifies the true nature of the service, and whom it is for. Branding creates an emotional link between the user and the service or product. In the case of policing, it requires clarity about the policing mission, vision, and values. It requires police executives to be clear that they are serving the public in a fundamentally democratic way. Police executives should ask themselves the following questions:

- What philosophy of service do you as the chief executive adhere to?
- How does that system of beliefs cascade into policy and operations?

A brand position must be unique, relevant, timely, and clear. The chief's vision, and its implementation, is unique to the chief executive officer of the agency. Consequently, how the department is branded in the eyes and minds of its community starts with chief executive officer.

Corporations have been branding their products in many cases for centuries. For the past 50 years, the Walt Disney Company, for instance, hasn't sold the public its amusement parks and movies; instead, it has sold the public their childhoods. Disney sells memories, happy times, and youth. It sells innocence, love, fantasies, and romance. As a result, the public buys Disney movies and makes the pilgrimage to the Disney amusement parks. Volvo isn't selling a car; it's selling the safety of families. L.L.Bean isn't selling shirts, shoes, and camping equipment; it's selling us a piece of the outdoors and a relationship with the environment.

In a like manner, law enforcement agencies aren't selling crime statistics and solvability rates; they are providing security, peace of mind, and a sense of safety for their communities.

### Thirteen Points in Branding

Ken Millman, chief executive officer of Spike Advertising in Burlington, Vermont, has developed a 13-point branding manifesto that the authors have adapted to meet the needs of police agencies.<sup>3</sup>

#### 1. Branding is about getting your community to see you as the only solution to their problem.

Being the only game in town doesn't necessarily mean the department is the preferred choice. According to the George Mason University research study, public confidence and support for the local department depends more on the citizens' perceptions of police officers' motives than whether the outcome was personally favorable to the citizen. Perceptions can be manipulated. To their detriment, some police departments have neglected to put energy into a public relations effort and have allowed others to define them. Community members need to see their department not as the only solution to their concerns but as the best solution for their problems, as a trustworthy source of protection, and as being worth every penny they are paying in taxes, and more.

#### 2. Don't lose sight of the fact that advertising grabs minds, but branding gets hearts, and that's what will help build



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**public loyalty for the chief, the employees, and the department.**

Advertising is not branding. Don't get lulled into thinking that simply putting the department's logo, badge, or decal on the side of the department's cruisers is adequate branding. What do the public documents look like? The Web site? The informational brochures? The building and work areas? Is there consistency between the image and the service? Advertising (such as the department's logo and the accreditation decal on police cars) raises the awareness of the brand and helps build image and trust, but it doesn't brand the department in the citizens' minds.

### **3. The department's logo isn't the department's brand.**

The department's badge, logo, and uniform are symbols; they do not constitute the department's brand. As Nancy Koehn of the Harvard Business School observes,

*Watching the Information Revolution unfold in the 1990s, I was struck by the sheer number and variety of new goods and services being brought to market: technology-based cellular phones and Internet access, specialty coffee shops and cappuccinos, and so on. Most consumers in the 1980s had not even heard of e-mail or caffe lattes. Yet in less than a decade, millions of people not only became familiar with these and other novel products, they also made them part of their daily lives.<sup>4</sup>*

She goes on to explain how individual entrepreneurs and companies translated a few buyers' curiosity about new product into widespread customer loyalty by communicating the virtues of its products to potential buyers in effective ways. In similar fashion, the police department cannot assume the community has an understanding of the department's values and philosophy. As the George Mason University study showed, the overall legitimacy of the police depends more on citizens' perceptions of how police treat them than on their perceptions of police success in reducing crime. The police department is branded by contacts the officers, dispatchers, and other employees have with the department's customers.

### **4. The stronger and more credible the department's brand identity, the less susceptible the department is to being defined and undermined by outside influences.**

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## **Deputy Chiefs of Police Positions**

### **Mt. Lebanon Police Department Allegheny County, Pennsylvania**

Mt. Lebanon is a suburban community south of Pittsburgh. Known for its excellence in education and municipal services, Mount Lebanon maintains a police department of 44 sworn police officers to protect and serve its 33,000 residents.

The MLPD is seeking qualified candidates for the positions of operations division deputy chief and special services deputy chief. Both positions are civil service, noncontract, command positions.

#### **Qualifications**

- Minimum 15 years' state or municipal law enforcement experience with a minimum of five years' experience at command or higher-ranking supervisory level. Experience must be commensurate with the requirements of these positions.
- Bachelor's degree in law enforcement (accredited university or college) or a related field and graduation from FBINA, SPI, Northwestern University School of Staff & Command, or equivalent police command training. Master's degree in law enforcement-related field from accredited university or college may be substituted.
- The DCOP of operations commands a division made up of the enforcement component of MLPD. Experience in field command, tactical command, criminal investigations, and related matters is required.
- The DCOP of special services commands a division which includes records management, support services, information and reporting systems, accreditation, and administration. Experience in these areas is required.
- Both positions require strong leadership ability and excellent verbal and written communication skills.

#### **Essential job functions**

Deputy chiefs are expected to build and maintain effective relationships with the community, municipal staff, and outside agencies. Policy enforcement, research, development, and implementation are key tasks. These positions entail day-to-day command oversight of personnel, information systems, programs, and department activities such as criminal and traffic enforcement, budget, and training. Providing motivation, direction, and evaluation to subordinates, with a focus on community policing, problem solving, and career development, is essential.

Qualified applicants must pass an interview process, psychological testing process, intensive background investigation, and physical exam. Pennsylvania Act 120 certification, valid Pennsylvania driver's license, and 10-mile residency required within specified time period.

Interested and qualified candidates should request an informational packet at [www.mtlebanon.org](http://www.mtlebanon.org) (follow Employment link to Job Opportunities) or by calling 412-343-4016.

A résumé with pertinent employment, training, and education history must accompany completed applications and be returned no later than Friday, April 30, 2004.

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Several years ago, the London Metropolitan Police ran an advertising and branding campaign to recruit constables. One of the posters showed a cluster of colorful balloons tied to the railing of a Brownstown in a nice neighborhood. Walking away from the balloons, and slightly out of focus, was a couple holding hands. The message said that the London Metropolitan Police were looking for you to serve their community. Moreover, it wasn't the language of the advertisement that captivated; it was the emotional draw of the images. Few citizens have personal contact with police officers, yet police must reach all citizens to establish the department's brand. They who vote for our budgets, they call us when they witness crime, and they obey our laws as up-standing members of society.

## 5. Build the brand from the department's strengths.

Be what you are, not what you want to be. Each police department has its own strengths and challenges, its own pros and cons. Not every police department can be the epitome of every aspect of police service; as such, the department's brand must enforce what the department does well. Some agencies push aggressive motor vehicle enforcement, while others strive to develop strong relations with their schools. Ideally, each will, at a minimum, be competent in all aspects of policing but not necessarily excel at all aspects. The chief should ask, What do we want to be known for?

## 6. The success of a brand depends on consistency and frequency.

How many times has a customer been led to believe one thing with a product or service only to experience something different? It's devastating to the customer's faith and confidence in the product or service. If an agency works to establish community service or tough motor vehicle law enforcement as its brand identity but a survey of the community indicates perceptions quite the opposite (if, for instance, dispatchers, as first points of contact, are rude, or if speeding on the main roads goes unchecked) then this lack of consistency and frequency undermines the branding efforts. Actors portraying Disney characters at theme parks never step out of character. Why? Because Disney employees adhere to the principle of consistency and frequency. If the police agency's message to the community is inconsistent and infrequent, there is a fundamental flaw in the branding process. This is true internally as well: managers and employees alike must reinforce the brand even in their interactions with one another.

## 7. If you can't articulate your brand, neither can anyone else.



Muhammad Ali 56-5 / George Foreman 76-5 / Oscar de la Hoya 36-3

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Many times the authors have asked a chief, a patrol officer, a dispatcher, or an administrative staff member what the core of their agency's mission is and received a trout look in response—eyes glazed over, mouth hanging open in an oval shape, and an audible sucking sound. If the chief can't articulate what the department is about, its core mission, and its brand, then no one else can either.

**8. Just because you've heard about it doesn't mean it's well branded.**

Branding and awareness are not the same. Even when branding is strong and well defined, awareness isn't necessarily a given. A strong brand can withstand temporary setbacks. If an unfortunate incident involving an employee of the department occurs, the community will see the aberrant action or behavior and consider it just that—an aberration. The community will accept that problems will develop from time to time, and community members will not leap to generalizations as quickly. What matters to citizens is the knowledge that these are isolated incidents that will be appropriately handled.

**9. The more you niche brand the better.**

It is important that the agency regularly tell the community how good it is in a specific area (niche) and must tell the success stories often and consistently. For example, regularly police departments explore solutions through networking and on-site visits to see firsthand how a solution works. In branding the department, these meetings can provide new stories to illustrate peer acceptance of the department's niche.

**10. The smaller your budget is, the stronger your brand must be.**

Police departments do not have advertising budgets like corporations. What departments do have, however, is community and news media interest. Corporations pine for this natural attention, and capacity to shape their message before someone else does it for them. As studies show, most citizens obtain information about the police through the news media. At every opportunity the department needs to show its brand and talk up the successes. Even the most difficult situation can involve positive action, again reinforcing the values and vision of the department, its proactive, involved leadership; its caring response. Corporations couldn't buy the daily exposure offered to police departments; but departments must use that exposure to reinforce its brand in the community.


**11. If the branding is wrong, so is everything else.**

No amount of advertising and spinning stories will save a brand if the reality is different from its values and visions. A citizen's experience with an individual officer influences their impression of the po-

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lice department. Branding is established one citizen contact at a time. If the department advocates one set of values but the reality of what citizens see is the opposite, it will be a short time before that discrepancy diminishes the agency's ability to achieve its core mission. The reality of experiences must be consistent with the brand.

#### **12. The department's brand is a promise.**

Once the department promises to deliver on a brand, the promise must be kept. Remember: the overall legitimacy of the police depends more on citizens' perceptions of how they are treated by the police than in actual results and crime statistics. If citizens feel officers treated them professionally, fairly, and with compassion, then even a result unfavorable to the citizens will do little to undermine their confidence in the officers and the department. If police do not recover a complainant's stolen property, for instance, but the responding officers were attentive, courteous, and competent, failure to recover the property will not necessarily diminish the complainant's opinion of the police department. But if the officers appear uncaring, unprofessional, or biased during the contact with the complainant, those shortcomings will shape the com-

plainant's views of the police more than the eventual recovery of the stolen items.

#### **13. Be honest, be real, and be the brand.**

Whatever the message, the mission, and the core values of the agency, the brand identity makes a promise that must be validated every day by messages and by people. It has to be enduring, authentic, honest, and believable. When successful, it defines an emotional link between the department and those served.

### **Resources**

When a chief is ready to take the department's brand development to the next level, he or she can turn to several resources. A university police agency should work with the institution's marketing department. A city, county, or state agency could turn to the local chamber of commerce, convention and visitors bureau, or tourism agency. For instance, there has already been a lot accomplished to brand Vermont and Maine from the recruitment perspective, to find new employees. The local department does not need to reinvent the wheel. If these government agencies don't have ideas the department can borrow, they can certainly help the department to develop some.

Whatever the local demographic, it's in the business community's best interest to promote a strong public safety entity, as it makes people feel good about residing in, visiting, or conducting business there. This is a fundamental principle in economic development; it's not simply Build it and they will come, but Build it and make the emotional connection strong.

Yet even before any of this can be done, the chief and the department must be clear about who they are, what they are good at, and why they do it. Define yourself before some one else does it for you. You'll be glad you did.

<sup>1</sup> International Association of Chiefs of Police, *The Public Image of the Police*, a report prepared by Catherine Gallagher, Edward R. Maguire, Stephen D. Mastrotfski, and Michael D. Reisig of the George Mason University Administration of Justice Program (October 2001); available at [www.theiacp.org/profassist/ethics/public\\_image.htm](http://www.theiacp.org/profassist/ethics/public_image.htm).

<sup>2</sup> William Bratton, *Turnaround: How America's Top Cop Reversed the Epidemic* (New York: Random House, 1998).

<sup>3</sup> Visit Spike Advertising at [www.spikeadvertising.com](http://www.spikeadvertising.com).

<sup>4</sup> Nancy F. Koehn, *Brand New: How Entrepreneurs Earned Consumers' Trust from Wedgwood to Dell* (Boston: Harvard Business School Press, 2001): 1.

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# A Police-University Collaboration to Improve Community Policing

**By Colonel Dean Esserman, Chief of Police, Providence, Rhode Island, and Anthony M. Pesare, Dean, Roger Williams University, School of Justice Studies, Providence, Rhode Island**

**M**aking effective use of the talents and resources outside the police department can help extend severely strained police resources. Police in Providence, Rhode Island, are collaborating with a local university to tackle gun violence and other problems in the city. Other jurisdictions could also benefit from such collaborations.

## **University's Resources**

Founded in July 1997, the School of Justice Studies at Roger Williams University in Providence provides in-service training for approximately 1,000 justice system employees each year. The mission of the School of Justice Studies is to build the Justice System Training and Research Institute into an important regional resource to improve the performance and professionalism of police and other justice system professionals. The need for the institute is a reflection of the growing complexity of justice systems. Nowhere is this growing complexity more evident than in large, cash-strapped cities like Providence.

It is through this partnership that critical issues affecting communities can be addressed and perhaps corrected. For instance, through a Byrne Grant, the U.S. attorney in Providence has named the institute a research partner in the Project Safe Neighborhoods Program.

Also through this grant, Roger Williams University and the City of Providence work together on statistical research to examine the ongoing gun violence problem within the city. The research data developed by Roger Williams faculty and graduate students will then be provided to the U.S. attorney's office and the Providence police to direct law enforcement's efforts to reduce gun violence.

During the research, the university will examine and suggest methods through which gun violence can be reduced. The research will test and measure the potential success of those programs, prior to developing final recommendations that can be used by the police department, as well as assist the U.S. attorney's office with a viable plan for implementation.

**Experts:** To the municipality's benefit, the students, the faculty, and the administration at a university or college represent a blend

of academic training and practical experience in diverse areas of the criminal justice system. Academia's greatest asset for the law enforcement community is the breadth of expertise in police practices and police administration, the practice of law, corrections, criminal justice research, methods of social research, higher education, sociology, public administration, judicial procedure, domestic violence, and organized crime. Taping into these resources can only benefit the department.

In most communities, as in Providence, the university faculty has been involved in many research areas including community satisfaction surveys, police training needs assessment, the role of women in law enforcement, police officer stress, and much more. These topics directly relate to how police function in society, and the expertise available from the faculty can serve to inform practitioners of best practices. Reaching out to the local academic community as a resource brings expertise to focus on issues and problems. In Providence, the city benefits from the services of the university's experts.

**Research:** Those responsible for formulating social policy in the justice system require reliable empirical data about social phenomena in order to develop effective methods and programs. Increasingly sophisticated systems, programs, and training are required to address the complex challenges facing the justice system. The precise nature of the data that is needed to support the justice system varies significantly according to the types of phenomena being studied and the specific purpose of each study. A municipality-university partnership fosters guidance through areas that require the study of social phenomena. By focusing the research ability of a university on crime and social problems, the plans of action for the police department are based in factual and empirical information.

**Technology:** Today, the impact of technology on law enforcement is radical and unprecedented. DNA evidence analysis allows law enforcement professionals to resolve previously unsolvable cases and vindicate the innocent. Police cruisers are equipped with laptop computers for instantaneous on-scene fingerprint checks. Less-than-lethal weapons, such as the Taser, are designed to subdue violent criminals with less force. Cooperative research in technology can only strengthen law enforcement. Further technological examinations and developments will profoundly affect the way law enforcement professionals conduct their daily jobs.

**Training:** The blend of academia and the real world can meet the needs of police agencies for relevant, contemporary training. On the local level, research institutions and criminal justice faculty can provide mandatory training required by state law and also address current areas of concern for the police department. Police chiefs across the country are increasingly faced with myriad issues, and often the training expertise on these issues is found at the local university. Such training can be cost-effective for the local department, and it can also promote trust between the university faculty and the police department personnel.



## Municipality's Resources

On the other side of the coin, there is enormous potential for the resources of experienced law enforcement professionals to contribute to an institution of higher learning and for the city to make research data available.

**Access to Information:** At Roger Williams, the Colonel Esserman holds the position of senior law enforcement executive in residence, and this position has helped university researchers obtain statistical data from the Providence Police Department, thereby enhancing the institute's ability to conduct more meaningful studies of community policing issues.

Police departments can be hesitant to share data with academicians. Although this hesitancy can occasionally be based in some legal concerns, it can also be the result of infrequent contact between the department and the researcher. The presence of a command official from the local city police department on the university team helps ensure the proper and official use of data. A police department can only benefit from having its data studied from a fresh perspective.

**Experience:** The institutional knowledge of a law enforcement executive acquired from diverse professional experiences in the criminal justice system greatly enhances the body of information upon which the academic and municipality partnership can flourish. Among the benefits derived from the experienced law enforcement executive are challenges to the rigors of academic research to ensure that appropriate data and information is being examined and that the research and solutions will have real-world applications.

## Focus the Partnership on Developing Solutions

In order for police-community collaboration to work, it is important that police departments have a philosophy that focuses on strict law enforcement supplemented by strong community involvement. The recognition that statistical data can be used for policy development and implementation is equally important to the development of community policing initiatives. This is where the partnership between a university and a municipality's police department is most crucial. It is only through this partnership that viable solutions to policing community problems can be successfully addressed.

The law enforcement paradigm has been evolving over the past decade, moving from a strict crime-fighting approach to a philosophy of crime prevention and problem solving. Police departments have historically served as gatherers and repositories of information but seldom end users of the data. Those repositories hold a treasure trove of quality data for academic investigators to apply in social science research. The use of empirical data in decision making in a law enforcement agency as a means of problem identification and problem solving can be realized when the raw data is shared with experienced researchers.

In addition to functioning as a data resource, the municipal police department has personnel who live in the community they also police. These officers can be trained to serve as participant observers of social phenomena. The proximity of the police to the community provides a perspective that would otherwise be unavailable to academics. In spite of whatever research methodology issues that arise from the use of participant observers, the ability to record and analyze first person accounts of law enforcement activities is vital to the development of solutions that focus on the needs of the community. An official partnership between the city and the university allows for training officers to follow research protocol in recording social phenomena.

## Applied Research for Solutions

The most obvious benefit of a municipality-university collaboration is the practical application of research. For many years, the

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Applied research is the use of gained knowledge to address problems. Law enforcement works 24 hours a day, seven days a week. In light of that operational schedule, researchers have complete access to officers in the field to acquire information for the purposes of developing solutions to contemporary law enforcement issues. In the living laboratory of the so-called real world, academics can propose, help implement, and review problem-solving techniques with the collaboration of experienced police personnel.

A formalized internship partnership between academia and law enforcement facilitates the experiential component of the educational process by involving students as shareholders in the employment setting, not merely as observers. As law enforcement has evolved toward community oriented and problem-solving policing, an emphasis on critical thinking skills has begun to emerge. The

In addition, application of technological developments in a law enforcement agency is difficult to understand in the sterile atmosphere of a classroom. Students intimately involved in the workplace begin to recognize the subtleties and nuances that can be understood only through immersion in the use of the technology. Practical experience is gained by students in the application of computer software to normal agency operations while being mentored by experienced police officials.

Providence and Roger Williams University have more than 16 months of experience with a collaboration effort that benefited the city, the university, and the citizens. Replication of this collaborative venture is encouraged in other communities. Both the Providence Police Department and Roger Williams University will help other communities replicate this academic collaboration.

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# Law Enforcement Must Take Lead on Hate Crimes

**By Karen L. Bune, Adjunct Professor, Department of Criminal Justice, George Mason University, Fairfax, Virginia**

**H**ate crimes occur in jurisdictions nationwide. In some communities, however, they are more prevalent than others. Following the terrorist attacks of September 11, 2001, the law enforcement community became more keenly attuned to the reality of hate-induced crimes and their impact on victims and neighborhoods.

Hate crimes are unique.<sup>1</sup> Victims of hate crimes are targeted because of a core characteristic of their identity. Victims often feel degraded, frightened, vulnerable, and suspicious. A hate crime can be one of the most traumatic experiences of the victim's life, and the crime can be felt throughout the entire community. Because of the impact of a hate crime, law enforcement executives must take the leadership role in preventing the crime and prosecuting the offenders.

## ***Establishing Leadership***

The law enforcement executive knows that if a hate crime is not handled properly, the results can have an adverse impact on the image of the department. This is beyond the damage to the victim and community. The issue is simple: the manner in which officers in the field handle hate crimes depends on the priority and importance that is placed on the crimes by the department's leadership. Law enforcement executives can show leadership for a proactive approach toward hate crimes by establishing the following:

- Policy
- General orders
- Procedures
- Resources
- Training

The most important leadership element is to ensure resources are available for prevention, investigation, apprehension, and prosecution of offenders. By taking aggressive action against offenders, the message is clearly sent that the behavior is not tolerated.

When the leadership ensures that all members of the department are properly trained to handle hate crimes, then the field officers will react appropriately based on their training. The Prince William County Police Department in Virginia provides special training on hate crimes, but more importantly this training is incorporated into the overall cultural training provided to officers. Cultural training is part of the basic and ongoing cycles of in-service training in Prince William County. By incorporating cultural awareness in the

### ***In Hate Crime Enforcement, Little Things Count***

Al Shearer, a retired detective with the Phoenix Police Department, described a case in which police officers responded to the apartment of an elderly Jewish woman. She had discovered that someone had removed the cardboard Happy Hanukah sign from her door and left a swastika in its place. The woman was a survivor of the Nazi death camps.

"The crime is not a \$1 piece of cardboard," Shearer said. "The crime is intimidation and harassment and must be treated as such."

regular training cycle, the department is establishing this awareness as a high priority of the department's leadership.

In addition to internal preparation for hate crimes, there are a number of external actions that the department leadership can take to help direct the community energies into constructive actions and

strategies. Included in these actions are the following:

- Establish clearly that the department has "zero tolerance" to any form of hate crime, regardless of apparent seriousness
- Participate or sponsor community events and activities promoting diversity, tolerance, bias reduction and conflict resolution
- Collaborate with community organizations, schools and other public agencies to develop coordinated approaches to hate crime prevention and response
- Engage the media as partners in restoring victimized communities and preventing bias-motivated incidents and crimes

The police department needs to remain alert to symptoms of hate and bias groups within the community. Organizations or loose confederations of individuals whose rhetoric or literature targets groups of individuals for discrimination and abuse can create an atmosphere that breeds more aggressive acts. If the community demonstrates indifference to hate-oriented groups then the message is inadvertently sent that the police and community tolerate this behavior. By following these guidelines, police departments can work in a constructive and professional manner to counter these groups.

## ***Impact on Victims***

Hate crimes can have a tremendous impact on victims. Typical hate crimes include simple and aggravated assaults, threats and intimidation, harassment, and property crimes that include vandalism and destruction of property. Hate and bias crimes can also involve derogatory language as well as racial and religious epithets and slurs. Hate and bias crime offenders may employ hate symbols such as swastikas, burning crosses, and hate-related graffiti, and they tend to commit their crimes near a location commonly associated with a specific group of people.

It is not uncommon for hate crimes to go unreported because victims of these crimes often feel they will not be taken se-

riously or think they may become targets of an investigation themselves. If they do report the crime, victims are often fearful of retaliation and worry there could be additional criminal incidents that could escalate or lead to violence.

It is not uncommon for victims of these crimes to experience feelings of shame, anger, and bitterness. Moreover, their self-esteem may be damaged. Sometimes they blame themselves for being victimized, although they are innocent victims. As a consequence of their victimization, victims may isolate themselves from others and possibly develop strong mistrust of other

people. They often feel alone and vulnerable. Jay, a gay male victim who was assaulted and maliciously wounded in Arlington, Virginia, said, "You end up hating yourself. You feel like you have no self-worth."

### **Gay and Lesbian Liaison Unit**

The impact hate crimes have on victims and communities necessitates assertive strategies in dealing with the issue of victimization. A proactive approach has been taken by the Metropolitan Police Department of Washington, D.C., through the establishment of a unit within the depart-

ment to specifically handle issues affecting the gay, lesbian, bisexual, and transgender (GLBT) community. The unit's goals are threefold: to educate the police, to educate the community, and to build trust.

Building trust between the police department and the minority communities is difficult. In general, the GLBT community does not trust the police, so the Gay and Lesbian Liaison Unit focuses on knowing what to ask and how to do so with sensitivity. In D.C., liaison means to get out of the office and into the community. The unit will meet the citizens in a setting where they feel comfortable. Another important focus is to make the liaison unit a one-shop stop, where the unit not only serves a liaison role with the gay and lesbian community but also conducts the investigations into crimes against the community. Liaison units will also need to deal with quality-of-life issues that include intimidation and neighborhood problems. For example, it is not uncommon for members of the gay community to be targeted for harassment and attacks while riding on public transit systems.

### **Alcohol or Drug Involvement**

From the work of the D.C. Unit an interesting factor has emerged. According to the unit, assault-type hate crimes are the most common in the GLBT community and 90 percent of these assaults involve alcohol or other drug use on the part the suspect, victim or both. The unit also describes that the GLBT typical hate crime occurs after midnight and involves one or more assailants and their perceptions that the victims are members of the GLBT community.

The unit's experience has established that those persons who do use drugs in the GLBT community are more likely to abuse ecstasy, gamma hydroxybutyric acid (GHB), marijuana, and speed. This of course does not mean that drug use is widespread in the GLBT community; it is simply an observation that recreational drugs and victimization have a common thread when assaults occur.

Another observation is risk taking by various members of the GLBT community. Some members of the GLBT community (just like some members of the heterosexual population) will engage in the risky behavior of cruising the Internet and inviting strangers or newly formed acquaintances into their homes. Part of the department's outreach program is to impart knowledge and information concerning strategies for protection and reduction of vulnerability.

### **Statistics Increase = Better Reporting**

Once a department begins to actively investigate hate crimes and demonstrate ag-



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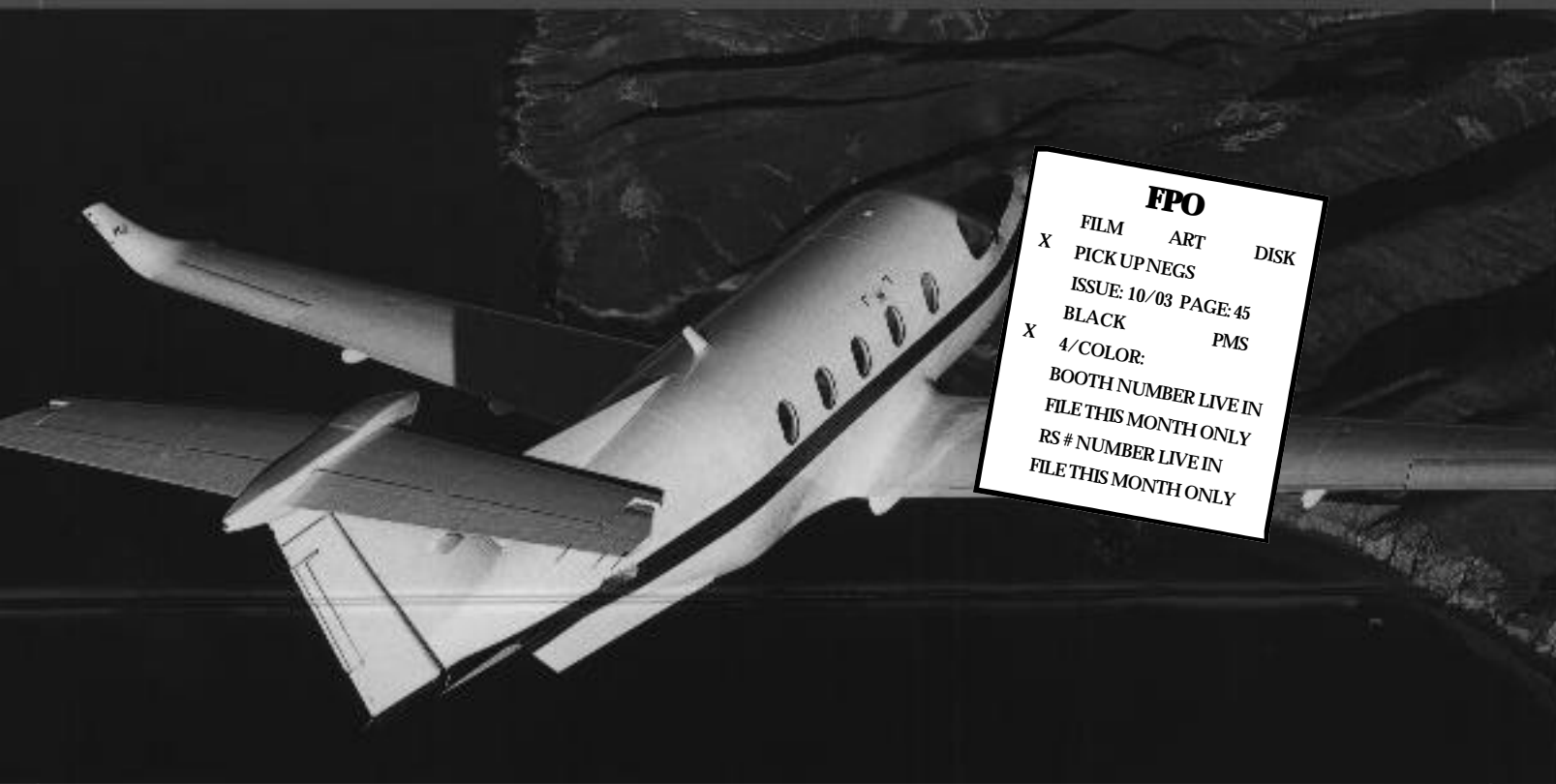
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gressive action, the number of incidents reported to the police will most likely increase. This is to be expected and is not necessarily reflective of sudden increase in the community's frequency of hate crimes. Two factors contribute to this statistical increase.

The first factor is that the responding officers are better prepared to recognize the crime and complete the investigative reports by properly identifying the nature of the crime. Recording the elements of the offense and collecting the evidence that clearly demonstrates a hate crime require a training effort by the department. Once the training is accomplished, the department can expect quality field reports properly identifying the crime.

The second factor is that the victims in the community will develop a confidence level in the police and report the incidents instead of withdrawing or hiding in shame. The most sensitive crime against a person involves a victim's vulnerability. In particular, this is a common thread in those victimized by hate and bias crimes. A major part of the department's outreach effort is to educate the community and reduce the feelings of vulnerability experienced by persons within the minority communities like the GLBT. The department needs to engage in public relations efforts so the victims will feel comfortable calling the police for help.

The fact that the number of reported incidents increases does not necessarily mean the actual number of incidents of hate crimes has increased; rather, it may mean that victims are more likely to report an incident, thanks in part to the department's relationship-building efforts. As one investigative sergeant advises, "Don't bury your head in the sand. Don't think you are seeing the exact number of hate crimes in the community. You are not. Don't expect hate crime victims to come to you." It is important to seek out hate crime victims and build trust so that the department's leadership really knows the hate crime situation in their community.

### ***A Collaborative Criminal Justice Effort***

The police leadership needs to build upon the critical importance of the collaborative and cooperative working relationships among various sectors within the criminal justice system to properly address hate crimes. The police arrive when crises occur, and they alleviate as much of the pain and suffering as possible. However, after the crisis is handled is when the trauma sets in, and it is important that victim services are a part of the healing effort; later, it involves coordination with prosecutors.

**Victim Services:** Victim services programs have a critical role in providing assistance to victims of hate crimes. Victim

service professionals, commonly known as victim specialists or victim coordinators, possess fundamental knowledge of the criminal justice system and can assist victims in a comprehensive manner. In the aftermath of hate crime victimization, they can assess the nature and degree of trauma the victim has experienced and can provide immediate support and crisis intervention. Appropriate referrals can be made for counseling, medical care, financial compensation, and other services the victim may require. Victim specialists can explain the criminal justice process and procedures to victims and can ease their trepidation in following through on prosecution of the case.

Thirty-two states have a victims' bill of rights, and victim specialists can fully explain these rights to victims of hate crimes. Some of the state laws include the right to confidentiality, the right to be informed of court dates and continuances, the right to have input into plea-bargaining and the criminal justice process, the right to court accompaniment, the right to submit a victim-impact statement, and

#### ***Graffiti***

Photographs of graffiti, epithets, and symbols should be taken immediately to preserve the evidence. Police should then see to it that the offending graffiti, epithets, or symbols are removed quickly to avoid continued victimization.

the right to be notified of offender transfer or release, among many other elements.

In order to effectively serve victims of hate crimes, victim service providers must establish cooperative and collaborative working relationships with agencies and community organizations. It is extremely important for victim service agencies to have a linkage with their local and state police department as well as the federal agencies.

Law enforcement leadership can be exerted to ensure that cooperation occurs. The department leaders can cause police officers and victim specialists to meet and communicate on a regular basis to ensure cooperation with one another. By having ongoing dialogue and interaction, law enforcement and victim services can productively handle hate crime victimization in their communities. However, if the dialogue and interaction are not ongoing and occur on a case-only basis, the likelihood of cases falling through the cracks increases. Demonstrating leadership and bringing about the regularly scheduled opportunities of under-

standing and cooperation improves the quality of service to the whole community.

**Prosecutors:** The goal of a criminal investigation is to bring the offender to justice. Effective prosecution brings law enforcement and the community into greater harmony, thus creating a safer place for the citizens.

Local prosecutors must be a part of the leadership team from the beginning. Prosecutors must send clear messages that hate crimes will be prosecuted. Prosecutors should participate in the police training programs and maintain close ties with active investigations to ensure that the identity of the offender is established. By working together on highly sensitive and emotional cases, prosecutors and police can increase the chances of successful prosecution.

### ***Department Policy***

Police leaders should adopt the IACP Model Policy on Hate and Bias Crimes,<sup>3</sup> making it clear that the policy of their law enforcement agencies is to safeguard the state and federal rights of all individuals irrespective of their race, religion, ethnicity, sexual orientation, gender, or disability. That any acts or threats of violence, property damage, harassment, intimidation, or other crimes motivated by hate and bias and designed to infringe upon these rights are viewed very seriously and will be given high priority by the department. And that the agency will employ necessary resources and vigorous law enforcement action to identify and arrest hate crime perpetrators. Also, recognizing the particular fears and distress typically suffered by victims, the potential for reprisal and escalation of violence, and the far-reaching negative consequences of hate crimes on the community, the department will attend to the security and related concerns of the immediate victims and their families.

<sup>1</sup>The FBI defines a hate or bias crime as "a criminal offense committed against a person, property, or society which is motivated, in whole or in part, by the offender's bias against a race, religion, disability, sexual orientation or ethnicity/national origin" (U.S. Department of Justice, Federal Bureau of Investigation, Uniform Crime Reporting, Training Guide for Hate Crime Data Collection, revised 1999, [www.fbi.gov/ucr/hatecrime.pdf](http://www.fbi.gov/ucr/hatecrime.pdf)).

<sup>2</sup>There may be a tendency to treat certain hate incidents as vandalism, such as painting hate messages on walls or destroying property. The police leader needs to make it clear that these crimes will be treated as hate crimes.

<sup>3</sup>"Investigation of Hate and Bias Crimes," a model policy from the IACP National Law Enforcement Policy Center, and the accompanying concepts and issues paper were first developed in 1991 and revised in 2000. For more information, call or write to the IACP National Law Enforcement Policy Center, 515 North Washington Street, Alexandria, VA 22314, 800-THE- IACP, or visit [www.theiacp.org](http://www.theiacp.org).

**UL: Sent new artwork by FED-X 3/24  
to arrive to Chris Tooks 3/25.**

**There was not enough bleed in the first version.**





## SUN BADGE COMPANY

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# 2004 BUYERS' GUIDE

**T**he annual *Police Chief* Buyers' Guide is the most important tool available to law enforcement executives putting together their equipment budgets and the only buyers' guide supported by over a century of IACP service and experience. A year-round desk reference, the Buyers' Guide offers the most up-to-date listings of the latest products and services available to law enforcement. Product listings have been classified according to function and sorted into the following 14 sections.

## **Administration**

(see pages 96-99)

## **Communications**

(see pages 99-102)

## **Computer hardware**

(see pages 102-103)

## **Computer software**

(see pages 103-111)

## **Emergency response**

(see page 112)

## **Investigation**

(see pages 112-116)

## **Personal equipment**

(see pages 116-117)

## **Security**

(see pages 117-118)

## **Tactical & protective equipment**

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## **Traffic enforcement**

(see pages 120-121)

## **Training**

(see pages 121-124)

## **Transportation**

(see pages 124-125)

## **Uniforms**

(see pages 126-128)

## **Weapons**

(see pages 128-130)



# CATEGORY

## Administration

A005 Agency standards  
A007 Alcohol/drug education products  
A010 Architects/designers/  
space planners  
A020 Assessment centers  
A030 Audio-visual equipment  
A040 Awards/medals/plaques/trophies  
A050 Boards, bulletin/display  
A055 Collision reporting services  
A060 Community programs  
A070 Conferences, educational  
A080 Consultants  
A085 Departmental promotions  
A090 Detention/jail equipment  
A095 Document destruction  
A100 Executive placement services  
A105 Facilities, design/build  
A110 Filing/storage systems  
A120 Flags/pennants  
A130 Identification, personnel  
A140 Insurance, liability  
A150 Insurance, life/health  
A160 Jewelry/gifts  
A170 Lockers  
A180 Microfilm recording systems  
A190 Office equipment/supplies  
A200 Parade equipment  
A210 Personnel screening/testing  
A220 Physical fitness/gym equipment  
A224 Policy/procedure manuals  
A227 Public education materials  
A230 Robots, public service  
A240 Safes/vaults/locks  
A247 Translation services  
A250 Treatment services, chemical  
dependency/stress  
A260 Victim services

## Communications

B010 Amplifiers/bridges/filters/  
multiplex systems  
B020 Antennas  
B030 Batteries  
B040 Battery chargers/analyzers  
B050 Consoles  
B060 Dispatch systems, E911/CAD  
B070 Facsimiles  
B072 Furniture, conventional/ergonomic  
B080 Headsets  
B085 Heads-up display  
B087 Interoperability  
B090 Mobile communications/MDTs  
B100 Mounting equipment/hardware  
B110 Paging systems  
B120 Public address equipment  
B130 Radios/accessories  
B140 Recorders, audio  
B150 Repeaters

B160 Scanners  
B170 Scramblers  
B180 Surveillance  
B190 Switching/control equipment  
B200 Tape storage equipment  
B210 Tape, magnetic  
B220 Telephone  
B230 Weather notification

## Computer hardware

C005 Client server workstations  
C010 Mainframes  
C020 Networks  
C027 Peripherals  
C030 Personal computers  
C040 Portable/in-car

## Computer software

C045 911/E911  
C050 AFIS  
C060 Arrest/booking  
C063 Artificial intelligence  
C070 Automatic vehicle locators  
C075 Case management  
C078 Community policing  
C080 Composite sketching  
C090 Computer-aided dispatch  
C098 Crime analysis  
C100 Crime scene analysis  
C102 Data recovery  
C105 Domestic violence tracking  
C110 Emergency management  
C120 Fleet management  
C130 Gang tracking  
C140 Geographic information  
C142 Gunshot location  
C145 Incident-based reporting system  
C150 Information sharing/NCIC  
C152 Internet services  
C155 Investigative  
C158 Mapping  
C180 Narcotics investigation  
C185 Network  
C190 Offense records  
C195 Online services  
C200 Personnel management  
C202 Personnel scheduling  
C204 Photo identification  
C210 Property/evidence management  
C215 Public records  
C220 Records management  
C230 Report writing  
C235 Supplies  
C237 Terrorism  
C240 Traffic accident investigation  
C250 Traffic/parking violation  
management  
C260 Training  
C270 Uniform Crime Reports

C280 Warrant records  
C290 Weapon tracking

## Emergency response

D010 Alarms, evacuation  
D020 Ambulances/accessories  
D030 Blankets  
D040 CPR mannequins  
D050 CPR masks  
D055 Defibrillators  
D060 Fire controls/extinguishers  
D070 First aid products  
D080 Flares/guns/cases  
D090 Flashers  
D100 Generators  
D110 Hazardous materials equipment  
D120 Hospital equipment  
D130 Lights, emergency  
D140 Rescue/disaster equipment  
D142 Resuscitation equipment

## Investigation

E005 Barrier tape  
E010 Binoculars  
E018 Cameras, digital  
E020 Cameras, general purpose/  
accessories  
E030 Cameras, identification/mug  
E040 Cameras, surveillance  
E050 Cameras, video  
E060 Countermeasure devices  
E070 Crime scene processing equipment  
E080 Dog training  
E090 Dog training/handling equipment  
E100 Dolls, anatomically correct  
E110 Evidence collection  
E120 Evidence storage/security  
E130 Facial composite kits  
E140 Fingerprint kits  
E150 Forensic test equipment/kits  
E160 Laboratory equipment/supplies  
E170 Laboratory services  
E180 Lights, special purpose  
E190 Marine/diving equipment  
E200 Mirrors, surveillance  
E202 Night vision systems  
E205 Noise instruments  
E210 Photography, darkroom  
equipment/supplies  
E220 Photography, film  
E230 Photography, film editing/  
processing/splicing  
E240 Polygraph equipment  
E250 Recorders, audio  
E260 Recorders, video  
E270 Scales  
E280 Surveillance equipment  
E285 Thermal imaging systems  
E290 Tracking devices

# LISTING

- E300 Voice analyzers
- E305 Voice stress analysis

## Personal equipment

- F010 Badge cases
- F020 Badges/shields
- F030 Batons/baton carriers
- F040 Belt buckles
- F050 Clipboards/holders
- F060 Flashlights
- F070 Infectious disease protection equipment
- F080 Lock-opening devices
- F085 Notebooks
- F090 Restraint/defense devices
- F100 Weapons, personal impact

## Security

- G010 Access control devices/systems
- G020 Alarm systems/intrusion detection systems
- G030 Cameras, CCTV/security
- G040 Communications security systems
- G050 Deterrent systems
- G060 Enclosures/guard houses
- G067 Glass protection film
- G070 Glass, bullet-resistant
- G080 ID systems/badges
- G090 Metal/weapons detectors
- G100 Mirrors
- G110 Monitors, radio/TV/telephone
- G115 Plastic, bullet-resistant
- G120 Security devices/systems

## Tactical & protective equipment

- H010 Armor, architectural
- H015 Armor
- H020 Armor, soft body
- H030 Armored clipboards
- H040 Armored shields
- H050 Ballistic materials
- H060 Barricades
- H070 Bomb detection
- H080 Bomb disposal
- H090 Chemical munitions
- H100 Entry devices
- H110 Gas masks/accessories
- H120 Goggles, safety
- H130 Grenade launchers
- H140 Helmets
- H150 Helmets, communication systems
- H160 Helmets, face shields
- H170 Hoods, fire retardant
- H180 Lights, special purpose
- H190 Robots, tactical
- H200 Scopes/sights

## Traffic enforcement

- J010 Alcohol/drug detection devices
- J020 Immobilizers
- J030 Measuring devices
- J040 Parking enforcement equipment
- J050 Parking meters/supplies
- J053 Pedestrian safety equipment
- J055 Red-light cameras
- J060 Signs
- J070 Speed detection equipment
- J080 Templates, accident reconstruction
- J085 Tint meters
- J087 Tire deflation devices
- J090 Traffic batons
- J100 Traffic control systems
- J110 Traffic markers/cones/flashers
- J120 Traffic ticket forms
- J130 Whistles

## Training

- K010 Books/manuals/periodicals
- K020 Courses/schools/seminars
- K030 Defensive tactics training
- K035 Devices/aids, training
- K040 Driver training
- K050 Emergency medical devices training
- K060 Equipment, training
- K070 Films/slides/videos
- K080 Firearms training
- K090 Interrogation/investigation training
- K100 Legal training
- K110 Management training
- K115 Polygraph training
- K120 Rescue training
- K130 Tactical training

## Transportation

- L010 Aircraft/accessories/parts
- L015 Alarms
- L020 Batteries/auto parts
- L030 Bicycles
- L040 Bicycles, registration/identification
- L050 Boats/accessories
- L060 Command centers, mobile
- L070 Consoles
- L080 Decals
- L090 Helicopters
- L100 Lights, mounted
- L110 Motorcycles/accessories
- L120 Motor scooters
- L130 Mounting hardware
- L140 Partitions/screens/shields
- L142 Push bumpers
- L150 Recording systems, audio/video, in-car
- L160 Seat organizers
- L161 Seats, specialty

- L170 Sirens
- L180 Theft prevention devices
- L190 Tires
- L200 Trunk organizers
- L210 Vehicle accessories
- L220 Vehicle modification/custom design
- L225 Vehicle tracking systems
- L230 Vehicles, armored
- L235 Vehicles, electric
- L240 Vehicles, patrol
- L250 Vehicles, prisoner transport
- L260 Vehicles, special purpose
- L270 Video surveillance

## Uniforms

- M010 Apparel, fire retardant
- M020 Apparel, fluorescent/reflective
- M030 Apparel, rainwear
- M035 Apparel, undergarments
- M040 Emblems/insignia/nameplates
- M050 Footwear
- M060 Gloves
- M070 Handbags/purses
- M080 Uniform accessories
- M090 Uniform belts
- M100 Uniform blazers
- M110 Uniform caps/hats
- M120 Uniform coats/jackets
- M123 Uniform fabrics
- M130 Uniform pants/shirts/skirts
- M140 Uniforms, custom design
- M150 Uniforms, detainees/inmates
- M160 Uniforms, riot/SWAT

## Weapons

- N010 Ammunition, components/reloaders
- N020 Ammunition, sidearm/shotgun/rifle
- N030 Holsters
- N040 Knives
- N045 Scopes/sights
- N050 Shooting ranges/equipment
- N051 Shooting ranges/protective equipment
- N070 Weapon accessories
- N078 Weapon cleaning equipment
- N080 Weapon conversion components
- N090 Weapons, firearms
- N100 Weapons, firearms repair/parts
- N110 Weapons, grips
- N120 Weapons, less-lethal
- N130 Weapons, personal impact
- N135 Weapons, safety locks
- N140 Weapons, storage/security

# Recognize Your Outstanding Officers

## Police Officer of the Year Nominations Sought

Nominations are now being accepted for the 2004 Police Officer of the Year Award. All sworn, full-time United States officers below the rank of chief can be nominated for exceptional achievement in any police endeavor that occurred between April 1, 2003 and May 31, 2004.

An agency may nominate more than one officer, and each nomination must be endorsed with a signature by the agency head.

Ten officers will also be selected for honorable mentions. All recipients will be featured in *PARADE* magazine, and will be officially recognized during the 111th Annual IACP Conference in Los Angeles, CA on November 16, 2004.

**DEADLINE:** Nominations must be postmarked by **May 31, 2004**. Find the application plus in-depth information at [www.theiacp.org](http://www.theiacp.org), under 'Awards/Campaigns' by selecting 'Police Officer of the Year.' Describe the officer's actions, and include supporting documents, such as department citations, letters of commendation, newspaper clippings, etc.

Visit [www.theiacp.org/awards/poloff/](http://www.theiacp.org/awards/poloff/) for more information.

### Send nominations with applications to:

IACP, Elisa Cohen, 515 N. Washington St., Alexandria, VA 22314-2357 or fax to: (703) 836-4543 Attn: Elisa Cohen.

Questions: 800-THE-IACP ext. 214 or [cohene@theiacp.org](mailto:cohene@theiacp.org).



To make the most efficient use of the *Buyers' Guide*, use the classified listings of products and services, beginning on page 96 (general categories) to identify those companies that manufacture or supply the products and services in which you are interested. **Advertisers** in this issue are identified by a check mark ( ) and **bold type**. Page-number references are provided along with the alphabetical listings in the Directory section; please refer to the advertisements in this issue for further information about these companies' products and services.

To locate a given company's complete mailing address, as well as phone, fax, e-mail, and Internet addresses, turn to the Directory section, which begins on page 51. Page-number references for all advertisers in this issue are provided in this section.

To determine the nature of each company listed, the following codes have been provided throughout the *Buyers' Guide*:

Dealer	D
Distributor	DS
Exporter/Importer	EI
Foundation	F
Government	G
Manufacturer	M
Mail Order	MO
Online	OL
Other	O
Publisher	P
School	S
Service/Consultant	SC
Sales Representative	SR

Please mention the *Police Chief* and the *IACP Buyers' Guide* when you make an inquiry or place an order.

The manufacturers, suppliers, and service organizations listed in the 2004 issue of the *IACP Buyers' Guide* have contributed this information by returning questionnaires. The listings are not intended to be all-inclusive. If your company is not represented in these pages, please request a listing form for the 2005 edition of the *Buyers' Guide* from B.J. Hendrickson, 515 N. Washington St., Alexandria, VA 22314; 703/836-6767, ext. 236; fax 703/836-4543. Those who so request, along with those listed in this edition, will be provided with 2005 listing forms well in advance of the closing date for that issue. Go to [www.policchiefmagazine.org](http://www.policchiefmagazine.org) for a PDF of the form

Every effort has been made to ensure the accuracy of these listings. However, as the *Buyers' Guide* is produced as a courtesy listing, we cannot be responsible for errors or omissions. IACP endorsement or approval of the companies and products listed is in no way implied.



# Directory

## 21st Century Robotics Inc.....M

PO Box 490921  
Lawrenceville GA 30049 USA  
Phone: 770/995-ROBOT, Fax: 770/995-7626  
E-mail: info@21stcenturyrobotics.com  
Internet: www.21stcenturyrobotics.com  
**See our ad on page 147**

## 24 Hour Flare Pop-Up Flash Cones .....M

12881 Knott St, Ste 114  
Garden Grove CA 92841 USA  
Phone: 714/901-6870, Fax: 714/901-6890  
E-mail: pop-up@wisetec.com  
Internet: www.pop-upflashingcones.com

## 308 Systems Inc.....M-SC

2637 Wapiti Rd  
Ft Collins CO 80525 USA  
Phone: 310/376-2131, Fax: 310/318-6033  
E-mail: info@308systems.com  
Internet: www.308systems.com

## 4N6XPRT Systems .....DS-M-P

8387 University Ave  
La Mesa CA 91941-3842 USA  
Phone: 800/266-9778, Fax: 619/464-2206  
E-mail: dv3@4n6xpirt.com  
Internet: www.4n6xpirt.com

## 5.11 Tactical Series.....M

761 Kearney Ave  
Modesto CA 95350 USA  
Phone: 866/451-1726, Fax: 209/527-1511  
E-mail: customerservice@511tactical.com  
Internet: www.511tactical.com

## A E Nelson Leather Co .....D-DS-M

38492 Gilkey Rd  
Scio OR 97374 USA  
Phone: 503/394-3412, Fax: 503/394-3415  
E-mail: cust-serv@nelsonleather.com  
Internet: www.nelsonleather.com

## A Rifkin Co .....M

1400 Sans Souci Pkwy  
Wilkes-Barre PA 18706 USA  
Phone: 800/458-7300, Fax: 800/825-8284  
E-mail: askrifkin@arifkin.com  
Internet: www.arifkin.com

## A W Enterprises Inc.....M

6543 S Laramie Ave  
Bedford Park IL 60638 USA  
Phone: 800/334-4884, Fax: 708/458-9023  
E-mail: sales@caseguys.net  
Internet: www.caseguys.net

## A4S Technologies Inc .....M

3973 Montana Hwy 35  
Kalispell MT 59901 USA  
Phone: 406/755-8618, Fax: 406/756-5174  
E-mail: inquiries@a4stech.com  
Internet: www.shiftwatch.com

## AAT Communications Systems Corp .....D

3030 Veterans Rd W  
Staten Island NY 10309-2511 USA  
Phone: 800/622-6224, Fax: 718/605-4300  
E-mail: sales@aatcomm.com  
Internet: www.aatcomm.com

## Able 2 Products Co Inc.....M

804 E Hwy 248  
Cassville MO 65625-0543 USA  
Phone: 800/641-4098, Fax: 417/847-2222  
E-mail: sales@able2products.com  
Internet: www.able2products.com

## Absolute Software .....M-OL

800-111 Dunsmuir St  
Vancouver BC V6B 6A3 CANADA  
Phone: 800/220-0733, Fax: 604/730-2621  
E-mail: info@absolute.com  
Internet: www.computrace.com

## Academy Scientific Investigative Trng .....D-S-SC

1704 Locust St  
Philadelphia PA 19103 USA  
Phone: 215/732-3349, Fax: 215/545-1773  
E-mail: truthdoctor@polygraph-training.com  
Internet: www.polygraph-training.com

## Accident Support Services Intl Ltd .....DS-SC

111 Toryork Dr  
Toronto ON M9L 1X9 CANADA  
Phone: 877/895-9111, Fax: 416/745-5555  
E-mail: admin@accsupport.com  
Internet: www.accsupport.com

## AccuQuest Corp .....M-S-SC

1235 Tech Ct  
Westminster MD 21157 USA  
Phone: 866/832-4267, Fax: 410/840-4900  
E-mail: cramming@aqonline.com  
Internet: www.aqonline.com

## ACS State & Local Solutions Inc.....DS

1200 K St NW  
Washington DC 20005 USA  
Phone: 202/414-3600, Fax: 202/408-4921  
E-mail: frank.harrison@acs-inc.com  
Internet: www.trafficsafety.com

## Action Target Inc.....M

PO Box 636  
Provo UT 84603 USA  
Phone: 801/377-8033, Fax: 801/377-8096  
E-mail: sales@actiontarget.com  
Internet: www.actiontarget.com

## Adamson Industries Corp.....DS

314 S Broadway  
Lawrence MA 01843 USA  
Phone: 800/232-0162, Fax: 978/975-7168  
E-mail: adamsonindustries@hotmail.com  
Internet: www.adamsonindustries.com

## ADDCO Inc.....M

240 Arlington Ave E  
St Paul MN 55117-3908 USA  
Phone: 651/488-8600, Fax: 651/588-3600  
E-mail: laanderson@addcoinc.com  
Internet: www.addco.com

## Administrative Officers Mgt Program.....S

1307 Glenwood Ave, Ste 157  
Raleigh NC 27605-3256 USA  
Phone: 919/515-5071, Fax: 919/513-4338  
E-mail: horner@social.chass.ncsu.edu  
Internet: www2.chass.ncsu.edu/aomp  
**See our ad on page 120**

## Admit C Computer Services Inc.....M

500 Bi-County Blvd, Ste 122  
Farmingdale NY 11735 USA  
Phone: 800/871-1244, Fax: 631/249-2049  
E-mail: sales@admitcomputer.com  
Internet: www.admitcomputer.com  
**See our ad on page 12**

## ADORE.MdE .....DS

9 Lanhill Ct  
Baltimore MD 21227 USA  
Phone: 877/500-5396, Fax: 301/497-9587  
E-mail: mde@mde-inc.com  
Internet: www.mde-inc.com

## Advanced Interactive Systems .....DS-M

665 Andover Park W  
Seattle WA 98188-3321 USA  
Phone: 800/441-4487, Fax: 206/575-8665  
E-mail: info@ais-sim.com  
Internet: www.ais-sim.com

## Advanced Training Systems Inc.....DS-M

4524 Hwy 61 N  
St Paul MN 55110 USA  
Phone: 651/429-8091, Fax: 651/429-8702  
E-mail: atsinc2@qwest.net  
Internet: www.duelatron.com

**AEDEC Intl Inc.....DS-M**

7926 SW Nimbus Ave  
Beaverton OR 97008 USA  
Phone: 503/644-8988

**See our ad on page 53**

**Aerko Intl.....M**

3410 NE Fifth Ave  
Ft Lauderdale FL 33334 USA  
Phone: 800/565-8475, Fax: 954/565-8499  
E-mail: aerkointl@aol.com  
Internet: www.aerko.com

**AES IntelliNet .....M**

285 Newbury St  
Peabody MA 01960 USA  
Phone: 800/237-6387, Fax: 978/535-7313  
E-mail: info@aes-intellinet.com  
Internet: www.aes-intellinet.com

**AETCO Inc .....M**

PO Box 458  
San Dimas CA 91773 USA  
Phone: 800/982-5258, Fax: 909/593-3132  
E-mail: barbara@aetcoinc.com  
Internet: www.aetcoinc.com

**Aether Systems Inc.....G**

300 Nickerson Rd  
Marlborough MA 01752 USA  
Phone: 800/400-6311, Fax: 508/460-4099  
E-mail: info@aethersystems.com  
Internet: www.aethersystems.com

**Airborne Law Enforcement Assn.....F-SC**

PO Box 3683  
Tulsa OK 74101-3683 USA  
Phone: 918/599-0705, Fax: 918/583-2353  
E-mail: exedirector@alea.org  
Internet: www.alea.org

**Airmunition North America Inc.....D-DS-M**

7001 Peachtree Industrial Blvd, Ste 116  
Norcross GA 30092 USA  
Phone: 678/602-4000, Fax: 678/602-4001  
E-mail: cdurant@airmunition.com  
Internet: www.airmunition.com

**Aker Intl Inc.....M**

2248 Main St, Ste 6  
Chula Vista CA 91911-3932 USA  
Phone: 619/423-5182, Fax: 619/423-1363  
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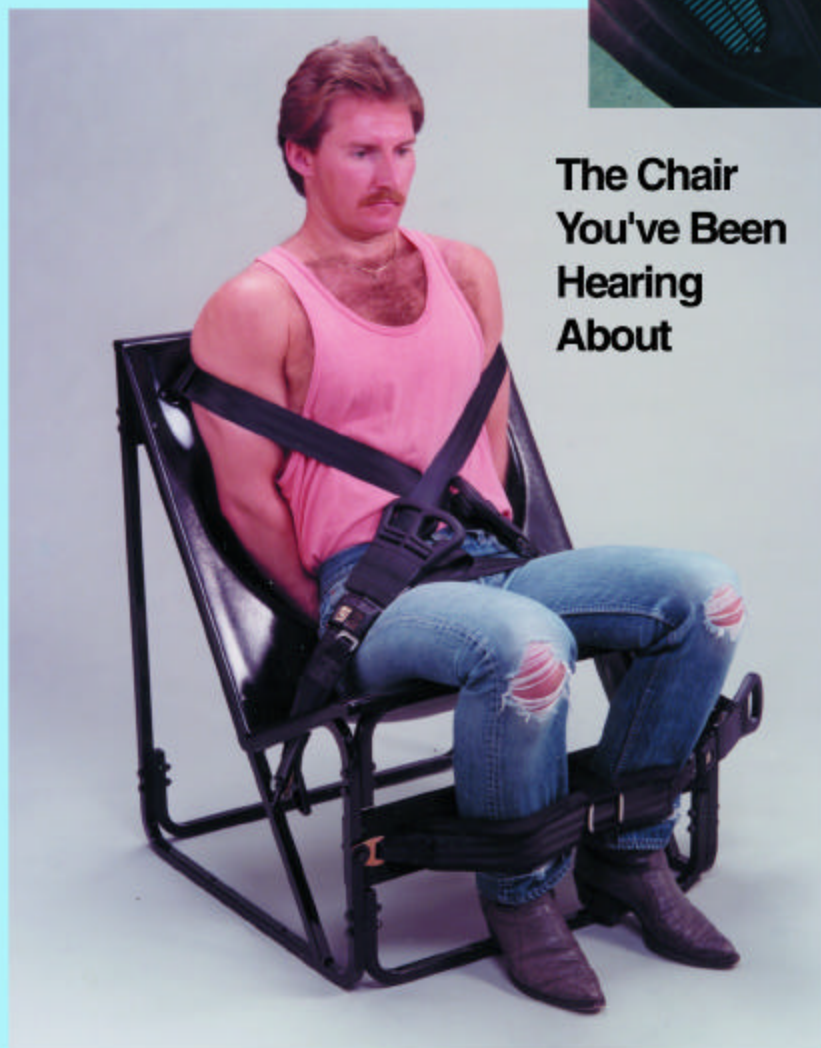
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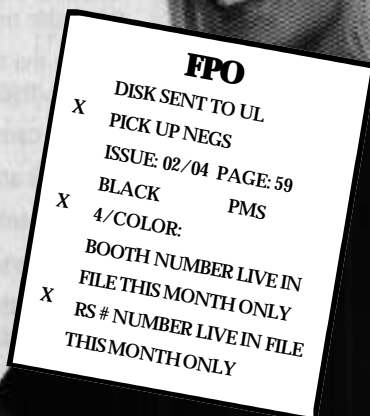
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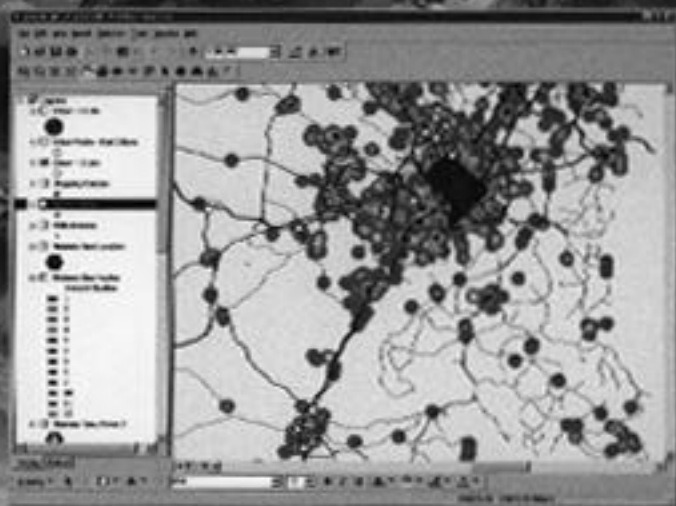
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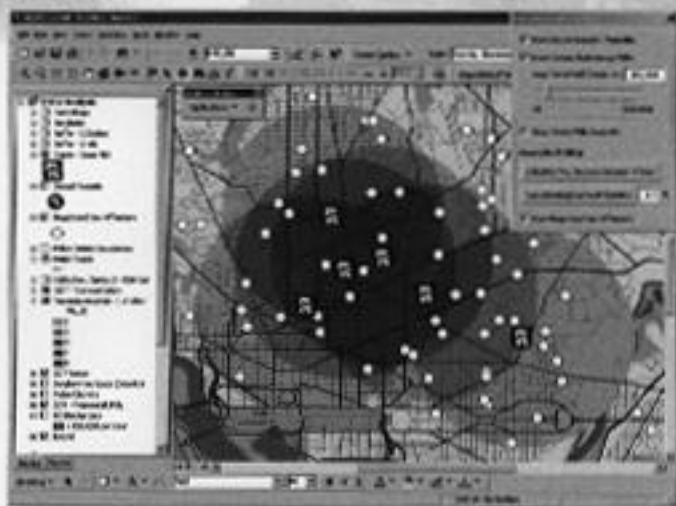
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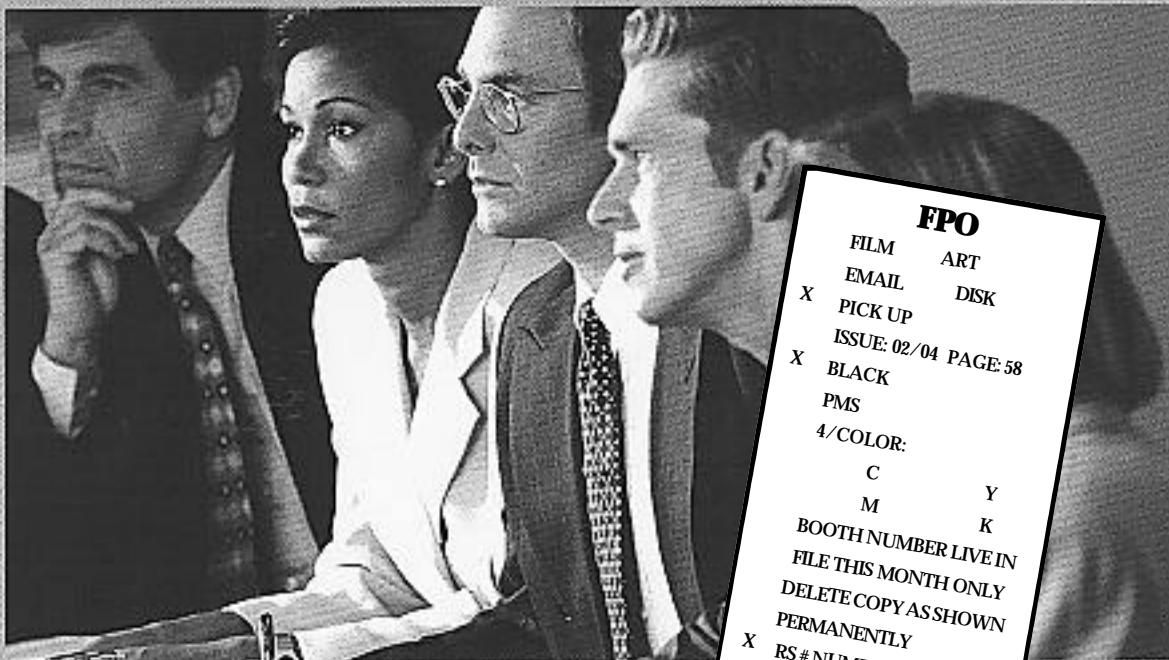
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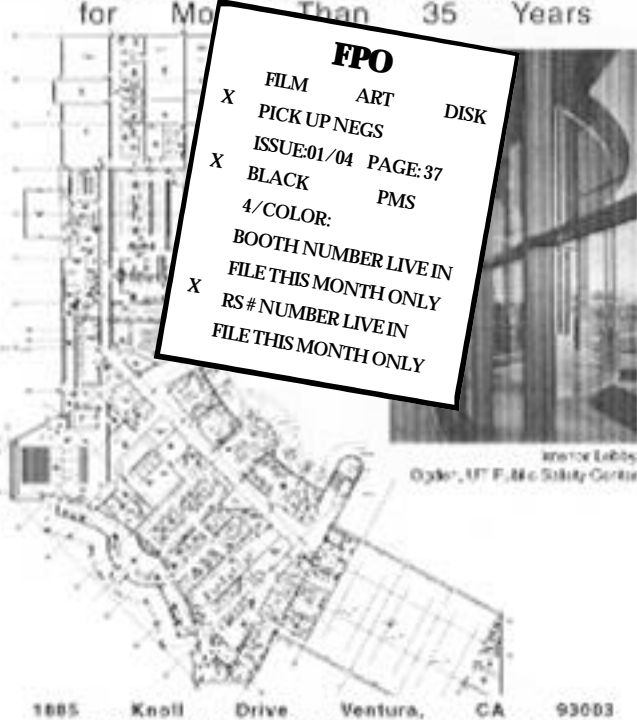
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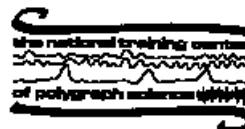
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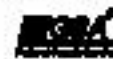
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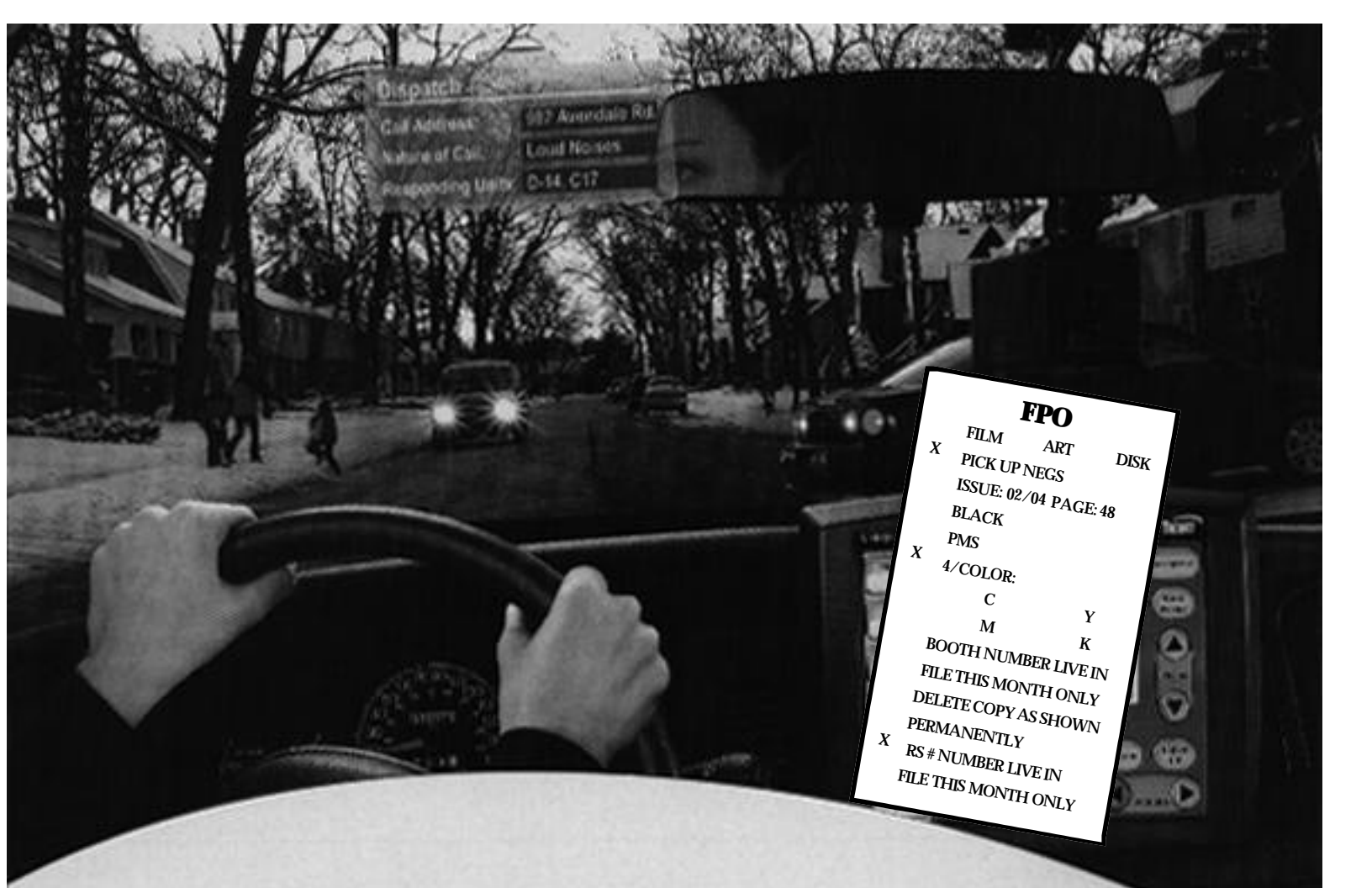
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IACP Net	OL
LEAC Inc	SC
RTEC Group, The	SC
Service Bureau, The	SC

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Fatal Vision by Innocorp Ltd	M-MO
Guardian Angel Holdings Inc	M
Mobile Concepts by Scotty	DS-EI-M
Natl Imprint Corp	DS-MO
Natl Law Enforcement Supply	DS-MO-SR
NCJRS	G-MO-P-OL
Robot Factory Inc, The	M

### A010 Architects/designers/space planners

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Brinkley Sargent Architects	SC
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Intl Assn of Chiefs of Police	P-SC
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Stanard & Associates Inc	P-SC

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IACP Net	OL
Innovations Group	SC
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Natl Imprint Corp	DS-MO
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ProImage	D-DS-MO-P-SC
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CALEA	SC
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American Locker Security Systems.....M  
DSM Law Enforcement Products.....M  
Nlnovalink.....M  
Salsbury Industries Mailboxes.....DS-M  
Tiffin Metal Products  
Tufloc.....M

## A190 Office equipment/supplies

ALM Industries Inc.....M  
Georgia-Pacific Corp.....M  
MagnaPlan Corp.....D-DS-EI-M-MO-SR  
**Natl Law Enforcement Supply**.....DS-MO-SR  
Nlnovalink.....M  
Progressive Microtechnology Inc.....D-DS-M  
**Security Engineered Machinery Co.**.....DS-M

## A200 Parade equipment

**Glendale Industries**.....MO  
Robot Factory Inc, The.....M  
West Coast Shoe Co (WESCO).....M


## A210 Personnel screening/testing

**Alcohol Countermeasure Systems**.....M  
APR Testing Services.....SC  
Atlantic OccuPsych.....SC  
Booth Research Group Inc.....SC  
B-PAD Group Inc, The.....P  
CPS Human Resource Services.....SC  
Criticall.....M-SC-OL  
**Darany & Associates**.....SC-SR  
Hilson Research Inc.....DS-P  
I/O Solutions Inc.....P-SC-OL  
**Intl Assn of Chiefs of Police**.....P-SC  
**Intl Public Mgmt Assn-HR**  
JANT Pharmacal Corp.....DS  
**John E Reid & Associates Inc**.....SC  
Justex Systems Inc  
LifePoint Inc.....M  
Lyons Commercial Data.....M-P  
**Miami Dade College Assessment Ctr.**.....S  
**Natl Trng Ctr of Polygraph Science**.....D-DS-EI-P-S-SC  
Pearson Assessments  
Public Personnel Inst  
Scantron Corp  
Stanard & Associates Inc.....P-SC  
WNCK Inc.....DS-M

## A220 Physical fitness/ gym equipment

Country Technology Inc.....D-DS-MO  
**Under Armour**.....M

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## A224 Policy/procedure manuals

CALEA .....	SC
Command Board, The .....	
IACP Net .....	OL
Innovations Group .....	SC
Intl Assn of Chiefs of Police .....	P-SC
LEAC Inc .....	SC
Liebert, Cassidy, Whitmore .....	SC
Looseleaf Law Publications Inc .....	M-MO-P
RTEC Group, The .....	SC
Service Bureau, The .....	SC

## A227 Public education materials

21st Century Robotics Inc .....	M
APCO Intl .....	
Fatal Vision by Innocorp Ltd .....	M-MO
Global Fraud Solutions LLC .....	DS-M-P-SC
Graco Children's Products Inc .....	DS-EI-M-MO-SR-OL
Innovations Group .....	SC
Law Enforcement Product News .....	P
Mobile Concepts by Scotty .....	DS-EI-M
Natl Imprint Corp .....	DS-MO
NCJRS .....	G-MO-P-OL
ProImage .....	D-DS-MO-P-SC
Robotronics .....	DS-M

## A230 Robots, public service

21st Century Robotics Inc .....	M
Robot Factory Inc, The .....	M
Robotronics .....	DS-M

## A240 Safes/vaults/locks

Pro-Lok .....	M
Salsbury Industries Mailboxes .....	DS-M
Shot Lock Corp .....	M
Slide Lock Tool Co .....	D-DS-M-MO

## A247 Translation services

Net Transcripts .....	SC-OL
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## A250 Treatment services, chemical dependency/stress

Violence Free .....	S-SC
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## A260 Victim services

Global Fraud Solutions LLC .....	DS-M-P-SC
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## COMMUNICATIONS

### B010 Amplifiers/bridges/filters/multiplex systems

IPMobileNet Inc ®

## B020 Antennas

Broadcast Microwave Services .....	M
C-Com Satellite Systems Inc .....	DS-M
Motorola .....	DS-M
RCC Consultants Inc .....	SC
STI-CO Industries Inc .....	M
Stuart Electronics .....	DS

## B030 Batteries

24 Hour Flare Pop-Up Flash Cones .....	M
BatteryZone Inc .....	DS-M-OL
Central Police Supply .....	D-MO-OL
Koehler-Bright Star Inc .....	M
Multiplier Industries Corp .....	M
Natl Law Enforcement Supply .....	DS-MO-SR
OSI Batteries .....	D-DS-SR-OL
Penn Camera Exchange Inc .....	D-MO-SC
Solar Traffic Controls LLC .....	M
Surefire .....	M
Zebra Technologies .....	M

## B040 Battery chargers/analyzers

BatteryZone Inc .....	DS-M-OL
LED CO .....	M
Multiplier Industries Corp .....	M
Natl Law Enforcement Supply .....	DS-MO-SR
OSI Batteries .....	D-DS-SR-OL
Search Systems Inc .....	DS-M

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Seto Tech Div of Seto Holdings	
Stuart Electronics.....	DS
<b>Zebra Technologies</b> .....	<b>M</b>

## B050 Consoles

ALM Industries Inc.....	M
Avtec.....	M
<b>Hayes, Seay, Mattem &amp; Mattem</b> .....	<b>SC</b>
Jotto Desk .....	M
LEDco.....	M
<b>Moducom (Modular Communications)</b> .....	<b>M</b>
Nlnovalink.....	M
Orbacom.....	M
Raytheon JPS Communications.....	M
Spectrum Resources Inc.....	SC
Stewart Products Inc.....	M
Wright Line LLC	

## B060 Dispatch systems, E911/CAD

<b>Admit Computer Services Inc</b> .....	<b>M</b>
Avtec.....	M
<b>CTA Communications Inc</b> .....	<b>SC</b>
EmergiTech Inc.....	D-M
Enforcer Group Inc.....	DS-G
Geac Public Safety	
<b>Hayes, Seay, Mattem &amp; Mattem</b> .....	<b>SC</b>
IPMobileNet Inc ®	
Keltron Corp.....	M
Midian Electronics.....	M
<b>Moducom (Modular Communications)</b> .....	<b>M</b>
Motorola.....	DS-M
<b>NEC Solutions America</b> .....	<b>DS-M</b>
<b>Net Transcripts</b> .....	<b>SC-OL</b>
<b>New World Systems</b> .....	<b>M</b>
<b>Northrop Grumman</b> .....	<b>DS</b>
Open Software Solutions Inc	
Orbacom.....	M
Positron Public Safety Systems .....	DS-M
PowerPhone Inc.....	SC
<b>Priority Dispatch</b> .....	<b>M-S-SC</b>
Radio IP Software Inc	
<b>RCC Consultants Inc</b> .....	<b>SC</b>
Reverse 911®	
Siemens ILG.....	M
<b>Tiburon Inc</b> .....	<b>DS</b>
TriTech Software Systems	
Valor Systems Inc.....	DS-SR
Versaterm Inc.....	DS-M

## B072 Furniture, conventional/ergonomic

ALM Industries Inc.....	M
<b>Moducom (Modular Communications)</b> .....	<b>M</b>
Nlnovalink.....	M
Orbacom.....	M
Wright Line LLC	

## B080 Headsets

CeoTronics.....	M
Diamondback Tactical.....	MO-OL
Ear Phone Connection Inc.....	DS
Mancom Mfg Inc.....	M
Motorola.....	DS-M
<b>OSI Batteries</b> .....	<b>D-DS-SR-OL</b>
PVP Communications Inc.....	OL
TV Equipment Associates.....	M

## B085 Heads-up display

Enforcer Group Inc.....	DS-G
Intl Safety Instruments.....	M

Scott Health & Safety .....	M
<b>Visteon Corp</b> .....	<b>M</b>

## B087 Interoperability

Transcrypt Intl Inc.....	M
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## B090 Mobile communications/MDTs

308 Systems Inc.....	M-SC
<b>Admit Computer Services Inc</b> .....	<b>M</b>
Alpha Controls Inc.....	M
Alvarion.....	M
AMREL Systems Inc.....	M
Ascendent Telecom .....	DS-M
<b>Berendo Solutions Inc</b>	
Bickford Broadcast Vehicles .....	M
C-Com Satellite Systems Inc.....	DS-M
Cogent Systems Inc.....	M
Communications-Applied Technology.....	DS-M-SR
CompassCom Inc.....	D-M-SC
<b>CTA Communications Inc</b> .....	<b>SC</b>
<b>Data 911</b> .....	<b>M</b>
Datalux Corp.....	M-O
Dataradio Corp.....	M
Enforcer Group Inc.....	DS-G
Geac Public Safety	
<b>Hayes, Seay, Mattem &amp; Mattem</b> .....	<b>SC</b>
Identix.....	M
Info-Cop.....	M
Infokall Inc.....	D-DS-M-SC
IPMobileNet Inc ®	
Itronix Corp.....	M
Kontron Mobile Computing Inc .....	M-SC-SR
L-3 Communications .....	M
LEDco.....	M
Mapping Solutions Inc	
<b>MicroSlate Inc</b> .....	<b>M</b>
Microwave Data Systems Inc.....	M
Midland Radio Corp .....	DS
Mobile Police Solutions.....	M
<b>NetDelivery</b> .....	<b>M-SC</b>
<b>Nextel</b> .....	<b>SC</b>
<b>Northrop Grumman</b> .....	<b>DS</b>
Open Software Solutions Inc	
Padcom Inc.....	DS-M-SC
Palomar Display Products Inc .....	M
Panasonic Computer Solutions Co.....	M
Pentax USA .....	M
PSSI.....	M-SC
Radio IP Software Inc	
Radix Corp.....	M
<b>RCC Consultants Inc</b> .....	<b>SC</b>
SensCom .....	DS-SC-OL
Spectrum Resources Inc.....	SC
Stewart Products Inc.....	M
<b>Tiburon Inc</b> .....	<b>DS</b>
TriTech Software Systems	
Versaterm Inc.....	DS-M
VisionAIR Inc.....	D-M-SC-SR
<b>Visteon Corp</b> .....	<b>M</b>
Walkabout Computers Inc.....	M
Will-Burt Co. The .....	M
Xplore Technologies Corp .....	M
<b>Zebra Technologies</b> .....	<b>M</b>

## B100 Mounting equipment/hardware

AMREL Systems Inc.....	M
Havis Shields Equipment Corp .....	M
Jotto Desk .....	M
KEEPRS .....	D

Kontron Mobile Computing Inc .....	M-SC-SR
L-3 Communications .....	M
LEDco.....	M
Lund Industries Inc.....	DS-M
Panasonic Computer Solutions Co.....	M
Pentax USA .....	M
Stuart Electronics.....	DS
<b>Visteon Corp</b> .....	<b>M</b>
Xplore Technologies Corp .....	M

## B110 Paging systems

BatteryZone Inc .....	DS-M-OL
Grace Industries Inc.....	M
Jeron Electronics Systems Inc.....	M
Mancom Mfg Inc.....	M
Midian Electronics.....	M

## B120 Public address equipment

Jeron Electronics Systems Inc.....	M
<b>Martel Electronics Inc</b> .....	<b>D-DS-M</b>
Reverse 911®	

## B130 Radios/accessories

A W Enterprises Inc.....	M
Alvarion.....	M
BatteryZone Inc .....	DS-M-OL
Bianchi Intl .....	M
CALL24 Wireless Callbox Systems	
Communications-Applied Technology.....	DS-M-SR
Ear Phone Connection Inc.....	DS
<b>EF Johnson</b> .....	<b>M</b>
Gould & Goodrich Leather Inc .....	M
Icom America Inc.....	M
IPMobileNet Inc ®	
Microwave Data Systems Inc.....	M
Midland Radio Corp .....	DS
<b>Natl Law Enforcement Supply</b> .....	<b>DS-MO-SR</b>
<b>OSI Batteries</b> .....	<b>D-DS-SR-OL</b>
PVP Communications Inc.....	OL
Scott Health & Safety .....	M
Spectrum Resources Inc.....	SC
Stuart Electronics.....	DS
TV Equipment Associates.....	M

## B140 Recorders, audio

AAT Communications Systems Corp .....	D
CVDS Inc .....	M
<b>Dictaphone Corp</b>	
Eventide Inc.....	M
<b>Martel Electronics Inc</b> .....	<b>D-DS-M</b>
<b>Net Transcripts</b> .....	<b>SC-OL</b>
Nice Systems Inc	
Omnicon Electronics.....	DS-M-MO
<b>Penn Camera Exchange Inc</b> .....	<b>D-MO-SC</b>
PVP Communications Inc.....	OL
Security Products Intl.....	DS

## B150 Repeaters

Alvarion.....	M
Communications-Applied Technology.....	DS-M-SR
<b>EF Johnson</b> .....	<b>M</b>
Icom America Inc.....	M
IPMobileNet Inc ®	
Midian Electronics.....	M
Midland Radio Corp .....	DS
Spectratek.....	M
Transcrypt Intl Inc.....	M



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## B160 Scanners

Icom America Inc.....	M
<b>Natl Law Enforcement Supply.....</b>	<b>DS-MO-SR</b>
Pentax USA.....	M
Stuart Electronics.....	DS

## B170 Scramblers

Gamut Electronics LLC.....	
Midian Electronics.....	M
Transcrypt Intl Inc.....	M

## B180 Surveillance

AAT Communications Systems Corp.....	D
Applied Integration Corp.....	M

Broadcast Microwave Services.....	M
CeoTronics.....	M
Ear Phone Connection Inc.....	DS
Fujinon Inc.....	DS-M
Gamut Electronics LLC.....	
Identix.....	M
<b>Natl Law Enforcement Supply.....</b>	<b>DS-MO-SR</b>
Omnicon Electronics.....	DS-M-MO
RAE Systems.....	
RTI/Research Technology Intl.....	DS-M
SEMCO.....	M
Silver Creek Industries.....	M
Smith & Wesson.....	M
Spectratek.....	M
VideoComm Technologies.....	M
Viisage.....	

## B190 Switching/control equipment

Ascendent Telecom.....	DS-M
Avtec.....	M
<b>cMedia.....</b>	<b>D-DS-M-SC</b>
Communications-Applied Technology.....	DS-M-SR
Padcom Inc.....	DS-M-SC
Raytheon JPS Communications.....	M
<b>Visteon Corp.....</b>	<b>M</b>

## B200 Tape storage equipment

<b>cMedia.....</b>	<b>D-DS-M-SC</b>
<b>Net Transcripts.....</b>	<b>SC-OL</b>
Spacesaver Corp.....	M
Woodwork Unlimited Inc.....	M

## B210 Tape, magnetic

Omnicon Electronics.....	DS-M-MO
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## B220 Telephone

Ascendent Telecom.....	DS-M
Code Blue Corp.....	M
General Dynamics C4 Systems.....	M
Spectrum Resources Inc.....	SC
<b>Tip Systems.....</b>	

## B230 Weather notification

<b>Dialogic Communications Corp.....</b>	
Midland Radio Corp.....	DS
Reverse 911®.....	

## COMPUTER HARDWARE

### C005 Client server workstations

<b>cMedia.....</b>	<b>D-DS-M-SC</b>
Forensic Technology Inc.....	DS-M-SC-SR
Micromation Inc.....	DS-M-SC
Ramsafe Technologies.....	M

### C010 Mainframes

<b>Stratus Technologies.....</b>	
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### C020 Networks

<b>cMedia.....</b>	<b>D-DS-M-SC</b>
Custom DATA Solutions.....	SC
Kraft Technology Group LLC.....	SC
Padcom Inc.....	DS-M-SC

### C027 Peripherals

L-3 Communications.....	M
<b>Penn Camera Exchange Inc.....</b>	<b>D-MO-SC</b>
Pentax USA.....	M
Porter Lee Corp.....	D-M
Radix Corp.....	M
<b>Zebra Technologies.....</b>	<b>M</b>



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## C030 Personal computers

AMREL Systems Inc.....	M
Itronix Corp.....	M
Kontron Mobile Computing Inc.....	M-SC-SR
LC Technology Intl.....	M
<b>MicroSlate Inc.....</b>	<b>M</b>
Panasonic Computer Solutions Co.....	M
<b>Tip Systems</b>	
Tripod Data Systems.....	M
Walkabout Computers Inc.....	M
Xplore Technologies Corp.....	M

## C040 Portable/in-car

AMREL Systems Inc.....	M
<b>Berendo Solutions Inc</b>	
C-Com Satellite Systems Inc.....	DS-M
Data Automation Systems Inc.....	SC
<b>Data911</b>	<b>M</b>
Datalux Corp.....	M-O
<b>Defense Group Inc.....</b>	<b>D-SC</b>
Dingo Partners	
Itronix Corp.....	M
Kontron Mobile Computing Inc.....	M-SC-SR
L-3 Communications.....	M
LED CO.....	M
Lind Electronics Inc.....	M
Mapping Solutions Inc	
<b>MicroSlate Inc.....</b>	<b>M</b>
Mobile Police Solutions.....	M
Palomar Display Products Inc.....	M
Panasonic Computer Solutions Co.....	M
Radar Certification, Emergent.....	D-S-SC-OL

Radix Corp.....	M
Ramsafe Technologies.....	M
SensCom.....	DS-SC-OL
SmartDriver.....	DS-M-MO
Tripod Data Systems.....	M
<b>Visteon Corp.....</b>	<b>M</b>
Walkabout Computers Inc.....	M
Xplore Technologies Corp.....	M
<b>Zebra Technologies.....</b>	<b>M</b>

WTH Technology Group.....	M
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## C050 AFIS

Cogent Systems Inc.....	M
<b>NEC Solutions America.....</b>	<b>DS-M</b>
<b>Net Transcripts.....</b>	<b>SC-OL</b>
SPEX Forensics/JY Inc.....	M

## C060 Arrest/booking

<b>Admit Computer Services Inc.....</b>	<b>M</b>
<b>CODY Computer Services Inc.....</b>	<b>M-SC</b>
Comnetix Computer Systems Inc.....	M-SC
Crimesoft Inc.....	D-DS-M-OL-O
Crimestar Corp.....	M
Digital Descriptor Systems Inc.....	D
Dynamic Imaging Systems Inc.....	D
eFORMandFUNCTION.....	SC-OL
Enterpol by Huber & Associates.....	D-M-SC
Identix.....	M
Imagis Technologies Inc.....	DS
ITI Information Technologies Inc.....	DS
Keystone Information Systems.....	DS-M-SC-SR
Larimore Associates Inc.....	M
<b>NEC Solutions America.....</b>	<b>DS-M</b>
Niche Technology Inc.....	M
<b>Penn Camera Exchange Inc.....</b>	<b>D-MO-SC</b>
SmartCOP.....	M-SC
<b>Spillman Technologies Inc.....</b>	<b>M-SR</b>
<b>Sun Ridge Systems Inc.....</b>	<b>D-DS</b>
Viisage	

## COMPUTER SOFTWARE

### C045 911/E911

EmergiTech Inc.....	D-M
Geac Public Safety	
Hitech Systems Inc.....	SC
InTime Solutions Inc.....	DS-M
MapInfo Corp.....	M
<b>Moducom (Modular Communications).....</b>	<b>M</b>
<b>New World Systems.....</b>	<b>M</b>
Orbacom.....	M
Pictometry Intl Corp.....	M
Positron Public Safety Systems.....	DS-M
<b>Priority Dispatch.....</b>	<b>M-S-SC</b>
Radio IP Software Inc	
<b>Spillman Technologies Inc.....</b>	<b>M-SR</b>

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## C063 Artificial intelligence

**cMedia**.....D-DS-M-SC  
Lyons Commercial Data.....M-P

## C070 Automatic vehicle locators

**Admit Computer Services Inc**.....M  
AutoVu Technologies Inc.....  
CompassCom Inc.....D-M-SC  
**Data911**.....M  
GeoSpatial Technologies Inc.....M  
**New World Systems**.....M  
**Spillman Technologies Inc**.....M-SR  
TriTech Software Systems.....

## C075 Case management

**Admit Computer Services Inc**.....M  
AISTAR Knowledge Systems LLC.....M-SC  
**CI Technologies Inc**.....D-SC  
**cMedia**.....D-DS-M-SC  
**CODY Computer Services Inc**.....M-SC  
Crimesoft Inc.....D-DS-M-OL-O  
Crimestar Corp.....M  
Custom DATA Solutions.....SC  
Denali Solutions.....DS-M-SC  
eFORMandFUNCTION.....SC-OL  
**Global Fraud Solutions LLC**.....DS-M-P-SC  
ISYS/Odyssey Development Inc.....DS  
**Laserfiche**.....M-P-SC  
Microsoft Corp.....  
**Net Transcripts**.....SC-OL  
**New World Systems**.....M

Niche Technology Inc.....M  
**Penn Camera Exchange Inc**.....D-MO-SC  
**Spillman Technologies Inc**.....M-SR  
**Sun Ridge Systems Inc**.....D-DS  
SunGard HTE Inc.....M  
Terrier Technologies Ltd.....DS-M  
**Tiburon Inc**.....DS  
Xanalis.....DS-M

## C078 Community policing

**Dialogic Communications Corp**  
Fatal Vision by Innocorp Ltd.....M-MO  
**Global Fraud Solutions LLC**.....DS-M-P-SC  
**IACP Net**.....OL  
Nat'l Crime Prevention Inst.....S-SC  
Segreant Software.....D  
VisionAIR Inc.....D-M-SC-SR

## C080 Composite sketching

EFIT for Windows/Aspley LTD.....  
Looseleaf Law Publications Inc.....M-MO-P

## C090 Computer-aided dispatch

**Admit Computer Services Inc**.....M  
**CODY Computer Services Inc**.....M-SC  
Corona Solutions.....DS-SC-OL  
CRISNet Inc.....DS-M-SR  
**Data911**.....M  
EmergiTech Inc.....D-M  
**Enforcement Technology Inc**.....DS-M

Enforcer Group Inc.....DS-G  
Enterpol by Huber & Associates.....D-M-SC  
Geac Public Safety.....SC  
Hitech Systems Inc.....M  
Intergraph Public Safety.....M  
ITI Information Technologies Inc.....DS  
Larimore Associates Inc.....M  
Microsoft Corp.....  
Midian Electronics.....M  
**NEC Solutions America**.....DS-M  
**New World Systems**.....M  
**Northrop Grumman**.....DS  
Open Software Solutions Inc.....  
Orbacom.....M  
Positron Public Safety Systems.....DS-M  
PSSI.....M-SC  
Radio IP Software Inc.....  
SmartCOP.....M-SC  
**Spillman Technologies Inc**.....M-SR  
**Sun Ridge Systems Inc**.....D-DS  
SunGard HTE Inc.....M  
Terrier Technologies Ltd.....DS-M  
**Tiburon Inc**.....DS  
Valor Systems Inc.....DS-SR  
Versatarm Inc.....DS-M  
VisionAIR Inc.....D-M-SC-SR  
WTH Technology Group.....M

## C098 Crime analysis

CodeCenters Intl.....  
Corona Solutions.....DS-SC-OL  
Crimestar Corp.....M  
Denali Solutions.....DS-M-SC  
**ESRI Inc**.....M

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# Flooded with Identity Theft cases?

"We receive hundreds of Identity Theft cases every month & our investigators are swamped..."

"These cases are incredibly time-consuming. We don't have the resources or the budget to deal with them..."

"We feel isolated. The inability to share information and coordinate efforts impedes our investigations..."

"We can't track or data mine Identity Theft case information to identify trends or organized rings..."

"We're using homemade spreadsheets and notebooks because our case management system can't handle the complexities of Identity Theft cases..."

"Victims think we don't care. They are frustrated and need more assistance than we're equipped to give..."



*There's light at the end of the  
Identity Theft investigation tunnel*

Powerful, yet highly intuitive

Very affordable and cost-effective.  
Save time, money, and limited resources  
with greater efficiency.

Comprehensive documentation and case  
management for even the most complex  
Identity Theft cases.

Receive and communicate key case  
information between all involved parties.

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institutions, law enforcement, and  
prosecutors.

Conduct powerful database searches to  
rapidly identify trends, case commonalities,  
and organized rings.

Create custom reports.

Complete administrative functions.

Provide critical guidance and victim  
assistance.

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Forensic Technology Inc.....	DS-M-SC-SR
GeoSpatial Technologies Inc.....	M
<b>i2 Inc.....</b>	<b>M</b>
ISYS/Odyssey Development Inc.....	DS
MapInfo Corp.....	M
Microsoft Corp.....	
<b>NEC Solutions America.....</b>	<b>DS-M</b>
<b>NetDelivery.....</b>	<b>M-SC</b>
<b>New World Systems.....</b>	<b>M</b>
Omega Group Inc, The.....	SC
PSSI.....	M-SC
Regional Info Sharing System.....	SC
<b>Spillman Technologies Inc.....</b>	<b>M-SR</b>
Xanalys.....	DS-M

## C100 Crime scene analysis

Eos Systems Inc.....	M
<b>Liebert, Cassidy, Whitmore.....</b>	<b>SC</b>
<b>Natl Law Enforcement Supply.....</b>	<b>DS-MO-SR</b>
<b>NEC Solutions America.....</b>	<b>DS-M</b>
Pictometry Intl Corp.....	M
Smartdraw.com.....	

## C102 Data recovery

<b>cMedia.....</b>	<b>D-DS-M-SC</b>
Custom DATA Solutions.....	SC
<b>ICICI Infotech Inc.....</b>	<b>M-SC</b>
LC Technology Intl.....	M

<b>Penn Camera Exchange Inc.....</b>	<b>D-MO-SC</b>
Research Electronics Intl.....	M

## C105 Domestic violence tracking

<b>Net Transcripts.....</b>	<b>SC-OL</b>
<b>Spillman Technologies Inc.....</b>	<b>M-SR</b>
Templar Corp.....	

## C110 Emergency management

<b>cMedia.....</b>	<b>D-DS-M-SC</b>
Command Board, The.....	
<b>Defense Group Inc.....</b>	<b>D-SC</b>
<b>Dialogic Communications Corp.....</b>	
<b>ESRI Inc.....</b>	<b>M</b>
FieldSoft Inc.....	D-DS-M
<b>IACP Net.....</b>	<b>OL</b>
IdentiSys.....	D
InTime Solutions Inc.....	DS-M
Kinetic Solutions.....	SC
MapInfo Corp.....	M
Microsoft Corp.....	
Natl Crime Prevention Inst.....	S-SC
<b>Northrop Grumman.....</b>	<b>DS</b>
Pictometry Intl Corp.....	M
Ramsafe Technologies.....	M
Siemens ILG.....	M
<b>Spillman Technologies Inc.....</b>	<b>M-SR</b>
SunGard HTE Inc.....	M
Templar Corp.....	
<b>Tiburon Inc.....</b>	<b>DS</b>
WTH Technology Group.....	M

## C120 Fleet management

<b>ESRI Inc.....</b>	<b>M</b>
Micromation Inc.....	DS-M-SC
Motorola.....	DS-M
<b>New World Systems.....</b>	<b>M</b>
<b>Paradigm Business Systems NA.....</b>	<b>DS-SC</b>
SmartDriver.....	DS-M-MO
<b>Spillman Technologies Inc.....</b>	<b>M-SR</b>
SunGard HTE Inc.....	M
Teletouch.....	
<b>Tiburon Inc.....</b>	<b>DS</b>

## C130 Gang tracking

AllSTAR Knowledge Systems LLC.....	M-SC
<b>Berendo Solutions Inc.....</b>	
<b>CI Technologies Inc.....</b>	<b>D-SC</b>
Comnetix Computer Systems Inc.....	M-SC
<b>ESRI Inc.....</b>	<b>M</b>
<b>i2 Inc.....</b>	<b>M</b>
<b>New World Systems.....</b>	<b>M</b>
<b>Spillman Technologies Inc.....</b>	<b>M-SR</b>
<b>Tiburon Inc.....</b>	<b>DS</b>
Viisage.....	

## C140 Geographic information

Civica Software-Crime Connect.....	G-P
CompassCom Inc.....	D-M-SC
<b>ESRI Inc.....</b>	<b>M</b>
GeoSpatial Technologies Inc.....	M
Intergraph Public Safety.....	M
Kinetic Solutions.....	SC
<b>Laserfiche.....</b>	<b>M-P-SC</b>
MapInfo Corp.....	M



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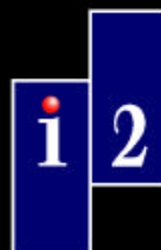
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Mapping Solutions Inc	
Microsoft Corp	
<b>New World Systems</b>	<b>M</b>
Omega Group Inc, The	SC
Pictometry Intl Corp	M
Ramsafe Technologies	M
Siemens ILG	M
WTH Technology Group	M

## C142 Gunshot location

<b>ESRI Inc</b>	<b>M</b>
<b>Spillman Technologies Inc</b>	<b>M-SR</b>

## C145 Incident-based reporting system

Accident Support Services Intl Ltd	DS-SC
<b>Admit Computer Services Inc</b>	<b>M</b>
Aether Systems Inc	G
<b>Berendo Solutions Inc</b>	
<b>cMedia</b>	<b>D-DS-M-SC</b>
<b>Defense Group Inc</b>	<b>D-SC</b>
Denali Solutions	DS-M-SC
Enterpol by Huber & Associates	D-M-SC
<b>Global Fraud Solutions LLC</b>	<b>DS-M-P-SC</b>
Keystone Information Systems	DS-M-SC-SR
Kinetic Solutions	SC
Larimore Associates Inc	M
Motorola	DS-M
<b>Net Transcripts</b>	<b>SC-OL</b>
<b>NetDelivery</b>	<b>M-SC</b>
<b>New World Systems</b>	<b>M</b>
Niche Technology Inc	M
<b>Northrop Grumman</b>	<b>DS</b>
Optimum Technology Inc	M-SC
PSSI	M-SC
SmartCOP	M-SC
<b>Spillman Technologies Inc</b>	<b>M-SR</b>
<b>Sun Ridge Systems Inc</b>	<b>D-DS</b>
<b>Tiburon Inc</b>	<b>DS</b>
Valor Systems Inc	DS-SR

## C150 Information sharing/NCIC

<b>Admit Computer Services Inc</b>	<b>M</b>
Aether Systems Inc	G
<b>Berendo Solutions Inc</b>	
Civica Software-Crime Connect	G-P
<b>cMedia</b>	<b>D-DS-M-SC</b>
<b>CODY Computer Services Inc</b>	<b>M-SC</b>
Core Technology Corp	M-SC
CRISNet Inc	DS-M-SR
<b>Defense Group Inc</b>	<b>D-SC</b>
<b>Global Fraud Solutions LLC</b>	<b>DS-M-P-SC</b>
<b>IACP Net</b>	<b>OL</b>
Imagis Technologies Inc	DS
Info-Cop	M
Intergraph Public Safety	M
ISYS/Odyssey Development Inc	DS
<b>Laserfiche</b>	<b>M-P-SC</b>
<b>Net Transcripts</b>	<b>SC-OL</b>
<b>NetDelivery</b>	<b>M-SC</b>
<b>New World Systems</b>	<b>M</b>
Niche Technology Inc	M
<b>Northrop Grumman</b>	<b>DS</b>
Optimum Technology Inc	M-SC
Radio IP Software Inc	
Regional Info Sharing System	SC
SensCom	DS-SC-OL
<b>Spillman Technologies Inc</b>	<b>M-SR</b>
Templar Corp	
<b>Tiburon Inc</b>	<b>DS</b>
Tradeqa Corp	DS-M-SC-SR

Viisage	
VisionAIR Inc	D-M-SC-SR

## C152 Internet services

C-Com Satellite Systems Inc	DS-M
Civica Software-Crime Connect	G-P
Corona Solutions	DS-SC-OL
Custom DATA Solutions	SC
<b>ESRI Inc</b>	<b>M</b>
<b>GEICO Direct</b>	<b>O</b>
<b>ICICI Infotech Inc</b>	<b>M-SC</b>
Kinetic Solutions	SC
Kraft Technology Group LLC	SC
<b>Laserfiche</b>	<b>M-P-SC</b>
Lyons Commercial Data	M-P
PropertyBureau.com	SC
<b>Spillman Technologies Inc</b>	<b>M-SR</b>

## C155 Investigative

AllSTAR Knowledge Systems LLC	M-SC
ChoicePoint Inc	SC-OL
<b>CI Technologies Inc</b>	<b>D-SC</b>
Civica Software-Crime Connect	G-P
Crimesoft Inc	D-DS-M-OL-O
<b>Global Fraud Solutions LLC</b>	<b>DS-M-P-SC</b>
<b>i2 Inc</b>	<b>M</b>
ISYS/Odyssey Development Inc	DS
Laser Technology Inc	M
Merlin Information Services	DS-M-P-SC-OL
<b>Net Transcripts</b>	<b>SC-OL</b>
<b>New World Systems</b>	<b>M</b>
Optimum Technology Inc	M-SC
Smartdraw.com	
<b>Spillman Technologies Inc</b>	<b>M-SR</b>
Templar Corp	
Xanalis	DS-M

## C158 Mapping

<b>Admit Computer Services Inc</b>	<b>M</b>
CompassCom Inc	D-M-SC
Corona Solutions	DS-SC-OL
<b>Data911</b>	<b>M</b>
Denali Solutions	DS-M-SC
<b>Dialogic Communications Corp</b>	
EmergTech Inc	D-M
<b>ESRI Inc</b>	<b>M</b>
Geac Public Safety	
GeoSpatial Technologies Inc	M
Hitech Systems Inc	SC
Intergraph Public Safety	M
Keystone Information Systems	DS-M-SC-SR
Kinetic Solutions	SC
L-3 Communications	M
Laser Technology Inc	M
MapInfo Corp	M
Mapping Solutions Inc	
Maptech Inc	M
<b>Moducom (Modular Communications)</b>	<b>M</b>
<b>Northrop Grumman</b>	<b>DS</b>
Omega Group Inc, The	SC
Panasonic Computer Solutions Co	M
Pictometry Intl Corp	M
Positron Public Safety Systems	DS-M
Sensors & Software Inc	M
Smartdraw.com	
<b>Spillman Technologies Inc</b>	<b>M-SR</b>
<b>Sun Ridge Systems Inc</b>	<b>D-DS</b>
Tripod Data Systems	M
TriTech Software Systems	
Valor Systems Inc	DS-SR
WTH Technology Group	M

## C180 Narcotics investigation

AllSTAR Knowledge Systems LLC	M-SC
<b>CI Technologies Inc</b>	<b>D-SC</b>
Crimestar Corp	M
<b>i2 Inc</b>	<b>M</b>
<b>New World Systems</b>	<b>M</b>
Optimum Technology Inc	M-SC
Regional Info Sharing System	SC
<b>Spillman Technologies Inc</b>	<b>M-SR</b>

## C185 Network

Absolute Software	M-OL
<b>cMedia</b>	<b>D-DS-M-SC</b>
<b>Northrop Grumman</b>	<b>DS</b>
Padcom Inc	DS-M-SC

## C190 Offense records

<b>Admit Computer Services Inc</b>	<b>M</b>
<b>cMedia</b>	<b>D-DS-M-SC</b>
eFORMandFUNCTION	SC-OL
Enterpol by Huber & Associates	D-M-SC
Imagis Technologies Inc	DS
<b>Spillman Technologies Inc</b>	<b>M-SR</b>
Tradeqa Corp	DS-M-SC-SR

## C195 Online services

C-Com Satellite Systems Inc	DS-M
ChoicePoint Inc	SC-OL
Civica Software-Crime Connect	G-P
CritiCall	M-SC-OL
<b>GEICO Direct</b>	<b>O</b>
Gould Publications Inc/Gould Law	
<b>IACP Net</b>	<b>OL</b>
ISYS/Odyssey Development Inc	DS
Kraft Technology Group LLC	SC
Natl Equipment Register	SC-OL
NCJRS	G-MO-P-OL
<b>Net Transcripts</b>	<b>SC-OL</b>
PropertyBureau.com	SC
Radar Certification, Emergent West	D-S-SC-OL

## C200 Personnel management

ADOREMde	DS
<b>Atlas Business Solutions Inc</b>	<b>M</b>
CRISNet Inc	DS-M-SR
CritiCall	M-SC-OL
Custom DATA Solutions	SC
InTime Solutions Inc	DS-M
<b>Laserfiche</b>	<b>M-P-SC</b>
Micromation Inc	DS-M-SC
<b>New World Systems</b>	<b>M</b>
Our Software Ltd	DS
Police Foundation	
ScheduleSoft Corp	M
Segreant Software	D
<b>Spillman Technologies Inc</b>	<b>M-SR</b>
<b>Tiburon Inc</b>	<b>DS</b>

## C202 Personnel scheduling

<b>Admit Computer Services Inc</b>	<b>M</b>
<b>Atlas Business Solutions Inc</b>	<b>M</b>
Corona Solutions	DS-SC-OL
InTime Solutions Inc	DS-M
Larimore Associates Inc	M

<b>Laserfiche</b> .....	<b>M-P-SC</b>
<b>New World Systems</b> .....	<b>M</b>
<b>Our Software Ltd</b> .....	<b>DS</b>
<b>Scantron Corp</b> .....	
<b>ScheduleSoft Corp</b> .....	<b>M</b>
<b>Spillman Technologies Inc</b> .....	<b>M-SR</b>
<b>Xanalis</b> .....	<b>DS-M</b>

## C204 Photo identification

<b>Admit Computer Services Inc</b> .....	<b>M</b>
<b>ATSI Inc</b> .....	<b>D</b>
<b>Comnetix Computer Systems Inc</b> .....	<b>M-SC</b>
<b>Dingo Partners</b> .....	
<b>Dynamic Imaging Systems Inc</b> .....	<b>D</b>
<b>Family Trusted Digital ID ®</b> .....	
<b>IdentiSys</b> .....	<b>D</b>
<b>Identix</b> .....	<b>M</b>
<b>Imagis Technologies Inc</b> .....	<b>DS</b>
<b>New World Systems</b> .....	<b>M</b>
<b>Penn Camera Exchange Inc</b> .....	<b>D-MO-SC</b>
<b>Spillman Technologies Inc</b> .....	<b>M-SR</b>
<b>Tradeqa Corp</b> .....	<b>DS-M-SC-SR</b>

## C210 Property/evidence management

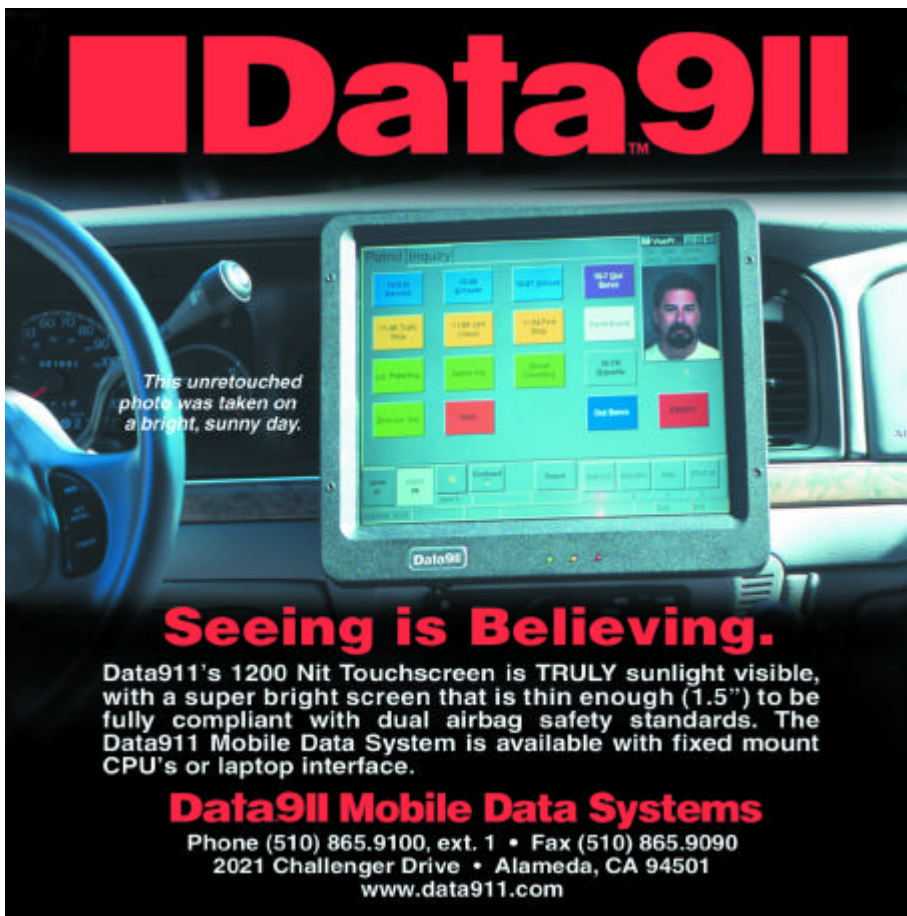
<b>Absolute Software</b> .....	<b>M-OL</b>
<b>Admit Computer Services Inc</b> .....	<b>M</b>
<b>Bell Star/Pacific Concepts Sales</b> .....	<b>D-DS</b>
<b>cMedia</b> .....	<b>D-DS-M-SC</b>
<b>Global Fraud Solutions LLC</b> .....	<b>DS-M-P-SC</b>
<b>Intl Assn for Property &amp; Evidence</b> .....	<b>F-S-SC</b>
<b>ITI Information Technologies Inc</b> .....	<b>DS</b>
<b>Laserfiche</b> .....	<b>M-P-SC</b>
<b>Net Transcripts</b> .....	<b>SC-OL</b>
<b>Penn Camera Exchange Inc</b> .....	<b>D-MO-SC</b>
<b>Porter Lee Corp</b> .....	<b>D-M</b>
<b>Progressive Microtechnology Inc</b> .....	<b>D-DS-M</b>
<b>PropertyBureau.com</b> .....	<b>SC</b>
<b>Segreant Software</b> .....	<b>D</b>
<b>Spillman Technologies Inc</b> .....	<b>M-SR</b>
<b>Tiburon Inc</b> .....	<b>DS</b>
<b>Versaterm Inc</b> .....	<b>DS-M</b>

## C215 Public records

<b>Aether Systems Inc</b> .....	<b>G</b>
<b>ChoicePoint Inc</b> .....	<b>SC-OL</b>
<b>cMedia</b> .....	<b>D-DS-M-SC</b>
<b>Lyons Commercial Data</b> .....	<b>M-P</b>
<b>Merlin Information Services</b> .....	<b>DS-M-P-SC-OL</b>
<b>Net Transcripts</b> .....	<b>SC-OL</b>
<b>West</b> .....	

## C220 Records management

<b>Accident Support Services Intl Ltd</b> .....	<b>DS-SC</b>
<b>Admit Computer Services Inc</b> .....	<b>M</b>
<b>Berendo Solutions Inc</b> .....	
<b>cMedia</b> .....	<b>D-DS-M-SC</b>
<b>CODY Computer Services Inc</b> .....	<b>M-SC</b>
<b>Crimestar Corp</b> .....	<b>M</b>
<b>CRISNet Inc</b> .....	<b>DS-M-SR</b>
<b>Data911</b> .....	<b>M</b>
<b>Denali Solutions</b> .....	<b>DS-M-SC</b>
<b>EmergiTech Inc</b> .....	<b>D-M</b>
<b>Enforcement Technology Inc</b> .....	<b>DS-M</b>
<b>Global Fraud Solutions LLC</b> .....	<b>DS-M-P-SC</b>
<b>Hitech Systems Inc</b> .....	<b>SC</b>
<b>Intergraph Public Safety</b> .....	<b>M</b>
<b>ITI Information Technologies Inc</b> .....	<b>DS</b>



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Keystone Information Systems .....	DS-M-SC-SR
Larimore Associates Inc.....	M
<b>Laserfiche.....</b>	<b>M-P-SC</b>
<b>NEC Solutions America.....</b>	<b>DS-M</b>
<b>NetTranscripts.....</b>	<b>SC-OL</b>
<b>New World Systems.....</b>	<b>M</b>
Niche Technology Inc.....	M
<b>Northrop Grumman.....</b>	<b>DS</b>
Open Software Solutions Inc.....	
Optimum Technology Inc.....	M-SC
Our Software Ltd.....	DS
Panasonic Computer Solutions Co.....	M
Positron Public Safety Systems.....	DS-M
PSSI.....	M-SC
SmartCOP.....	M-SC
Spacesaver Corp.....	M
<b>Spillman Technologies Inc.....</b>	<b>M-SR</b>
<b>Sun Ridge Systems Inc.....</b>	<b>D-DS</b>
SunGard HTE Inc.....	M
Terrier Technologies Ltd.....	DS-M
<b>Tiburon Inc.....</b>	<b>DS</b>
TriTech Software Systems.....	
Valor Systems Inc.....	DS-SR
Versaterm Inc.....	DS-M
VisionAIR Inc.....	D-M-SC-SR
Xanalys.....	DS-M

## C230 Report writing

Aether Systems Inc.....	G
Crimesoft Inc.....	D-DS-M-OL-O
<b>Data911.....</b>	<b>M</b>
eFORMandFUNCTION.....	SC-OL
Enterpol by Huber & Associates.....	D-M-SC
<b>Global Fraud Solutions LLC.....</b>	<b>DS-M-P-SC</b>
Hitech Systems Inc.....	SC
Infokall Inc.....	D-DS-M-SC
ITI Information Technologies Inc.....	DS
LSI.....	S
Micromation Inc.....	DS-M-SC
<b>NetDelivery.....</b>	<b>M-SC</b>
<b>New World Systems.....</b>	<b>M</b>
Open Software Solutions Inc.....	
Our Software Ltd.....	DS
SensCom.....	DS-SC-OL
<b>Spillman Technologies Inc.....</b>	<b>M-SR</b>
<b>Sun Ridge Systems Inc.....</b>	<b>D-DS</b>
Terrier Technologies Ltd.....	DS-M
<b>Tiburon Inc.....</b>	<b>DS</b>

## C235 Supplies

Graco Children's Products Inc.....	DS-EI-M-MO-SR-OL
------------------------------------	------------------

## C237 Terrorism

AllSTAR Knowledge Systems LLC.....	M-SC
<b>Berendo Solutions Inc.....</b>	
Certified in Homeland Security.....	P-S
Flatter & Associates Inc.....	SC
<b>Global Fraud Solutions LLC.....</b>	<b>DS-M-P-SC</b>
<b>i2 Inc.....</b>	<b>M</b>
Marlowe Productions.....	D-DS-P-SC-SR
RAE Systems.....	
Regional Info Sharing System.....	SC
Segreant Software.....	D
<b>Spillman Technologies Inc.....</b>	<b>M-SR</b>
Templar Corp.....	
Tradeq Corp.....	DS-M-SC-SR

## C240 Traffic accident investigation

4N6XPRT Systems.....	DS-M-P
Accident Support Services Intl Ltd.....	DS-SC

### Berendo Solutions Inc

<b>cMedia.....</b>	<b>D-DS-M-SC</b>
Engineering Dynamics Corp.....	D-DS-M
Eos Systems Inc.....	M
Infokall Inc.....	D-DS-M-SC
Laser Technology Inc.....	M
Smartdraw.com.....	
<b>Spillman Technologies Inc.....</b>	<b>M-SR</b>
Tripod Data Systems.....	M

## C250 Traffic/parking violation management

ACS State & Local Solutions Inc.....	DS
<b>Admit Computer Services Inc.....</b>	<b>M</b>
<b>Berendo Solutions Inc.....</b>	
<b>Enforcement Technology Inc.....</b>	<b>DS-M</b>
<b>ICICI Infotech Inc.....</b>	<b>M-SC</b>
Infokall Inc.....	D-DS-M-SC
MITI Mfg Co Inc.....	M
<b>New World Systems.....</b>	<b>M</b>
Radix Corp.....	M
SensCom.....	DS-SC-OL
SmartCOP.....	M-SC
<b>Spillman Technologies Inc.....</b>	<b>M-SR</b>

## C260 Training

ADOREMde.....	DS
Backup Training Corp, The.....	
<b>cMedia.....</b>	<b>D-DS-M-SC</b>
<b>Defense Group Inc.....</b>	<b>D-SC</b>
Doron Precision Systems Inc.....	M
Eagle Eye Enterprises.....	D-DS-SC
EFT for Windows/Aspley LTD.....	
Eos Systems Inc.....	M
FATS Inc.....	M
<b>GEICO Direct.....</b>	<b>O</b>
<b>Global Fraud Solutions LLC.....</b>	<b>DS-M-P-SC</b>
Gould Publications Inc./Gould Law.....	
IES Interactive Training.....	D-DS-M-SC
InTime Solutions Inc.....	DS-M
<b>John E Reid &amp; Associates Inc.....</b>	<b>SC</b>
LC Technology Intl.....	M
Mistral Security Inc.....	DS-EI-M-SC
Radar Certification, Emergent.....	D-S-SC-OL
Scantron Corp.....	
Segreant Software.....	D
UMassOnline.....	S-OL

## C270 Uniform Crime Reports

CRISNet Inc.....	DS-M-SR
eFORMandFUNCTION.....	SC-OL
<b>New World Systems.....</b>	<b>M</b>
<b>Northrop Grumman.....</b>	<b>DS</b>
<b>Spillman Technologies Inc.....</b>	<b>M-SR</b>
<b>Sun Ridge Systems Inc.....</b>	<b>D-DS</b>
Terrier Technologies Ltd.....	DS-M
<b>Tiburon Inc.....</b>	<b>DS</b>

## C280 Warrant records

Aether Systems Inc.....	G
Crimesoft Inc.....	D-DS-M-OL-O
<b>Spillman Technologies Inc.....</b>	<b>M-SR</b>
<b>Tiburon Inc.....</b>	<b>DS</b>
Tradeq Corp.....	DS-M-SC-SR

## C290 Weapon tracking

<b>Paradigm Business Systems NA.....</b>	<b>DS-SC</b>
Computer Software.....	



# Firearms Interdiction Project

The Firearms Interdiction Project offers site-specific, technical assistance programs. These trainings are offered to agencies and their designated participants at no-cost and include the following components:

- Crime Mapping
- Crime Gun Tracing
- Dynamic Partnerships
- Characteristics of Armed Persons
- Firearms Identification
- Proactive Firearm Interdiction Strategies
- Crime Scene Reconstruction
- Grant Writing

Please note that there is a competitive application process that requires agencies to submit an application along with supporting documentation. For more information on how to apply for this no-cost assistance, please contact Valencia Kyburz at 1-800-THE-IACP ext. 802 or by e-mail at [kyburz@theiacp.org](mailto:kyburz@theiacp.org)



## EMERGENCY RESPONSE

### D010 Alarms, evacuation

<b>GEICO Direct</b> .....	<b>O</b>
Grace Industries Inc.....	M
Industrial Scientific Corp.....	
Keltron Corp.....	M

### D020 Ambulances/accessories

Buell Air Horns.....	M
Emergency Vehicles Intl.....	EL-M
Ziamatic Corp (ZICO).....	M

### D040 CPR mannequins

Armstrong Medical Industries.....	D-DS
Simulaids Inc.....	M

### D050 CPR masks

Armstrong Medical Industries.....	D-DS
MedProtect Inc.....	DS-M
<b>Penn Camera Exchange Inc</b> .....	<b>D-MO-SC</b>
Safetec of America Inc.....	M

### D055 Defibrillators

MedProtect Inc.....	DS-M
Medtronic Physio-Control.....	DS-M
<b>ZOLL Medical Corp</b> .....	<b>M</b>

### D060 Fire controls/extinguishers

Ziamatic Corp (ZICO).....	M
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### D070 First aid products

ANI Safety & Supply Inc.....	DS
Galls Inc.....	DS
Jones and Bartlett Publishers.....	P
Safetec of America Inc.....	M

### D080 Flares/guns/cases

24 Hour Flare Pop-Up Flash Cones.....	M
Empco-Lite/Elgin Molded Plastics.....	M
Pelican Products Inc.....	M

### D090 Flashers

24 Hour Flare Pop-Up Flash Cones.....	M
Able 2 Products Co Inc.....	M
Empco-Lite/Elgin Molded Plastics.....	M
Federal Signal Corp.....	M
Lumastrobe Warning Lights.....	M-OL
Lund Industries Inc.....	DS-M
<b>Solar Traffic Controls LLC</b> .....	<b>M</b>
Sound Off Inc.....	M
Torfinco Enterprises Inc.....	M

### D100 Generators

<b>Tele-Lite Inc</b> .....	<b>D-DS-M</b>
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### D110 Hazardous materials equipment

308 Systems Inc.....	M-SC
Darley.....	D
Enmet Corp.....	M
GenPrime Inc.....	M
Geomet Technologies LLC.....	D-M-SC
Industrial Scientific Corp.....	
Instrument Depot.....	DS
Life Safety Systems Inc.....	D-DS-EI-M-SC
Marlowe Productions.....	D-DS-P-SC-SR
Mesosystems Technology Inc.....	M
MITI Mfg Co Inc.....	M
Pelican Products Inc.....	M
RAE Systems.....	
RMC Medical Inc.....	DS-M
Safetec of America Inc.....	M
Safety Storage Inc.....	M
Safety Tech Intl Inc.....	M
Scott Health & Safety.....	M
Search Systems Inc.....	DS-M
Shoreline Associates Inc.....	DS-EI-MO-OL
Smiths Detection.....	SR

### D120 Hospital equipment

Armstrong Medical Industries.....	D-DS
Geomet Technologies LLC.....	D-M-SC
Jeron Electronics Systems Inc.....	M
Medtronic Physio-Control.....	DS-M

### D130 Lights, emergency

Able 2 Products Co Inc.....	M
BrightGuy Flashlights.....	D-DS-OL
Federal Signal Corp.....	M
Fleet Safety Equipment Inc.....	DS
Golight Inc.....	M
<b>Hailey-Davidson Motor Co</b> .....	<b>M</b>
Havis Shields Equipment Corp.....	M
KEEPRS.....	D
Koehler-Bright Star Inc.....	M
Ledtronics Inc.....	M
Lumastrobe Warning Lights.....	M-OL
Mag Instrument Inc.....	M
North American Signal Co.....	M
OSRAM Sylvania Inc.....	DS-M
Pelican Products Inc.....	M
PolyBrite Intl Inc.....	M
Safety Div Omniglow Corp.....	M
<b>Solar Traffic Controls LLC</b> .....	<b>M</b>
Sound Off Inc.....	M
Southern Public Safety Equip Co.....	D-DS-MO
Squad-Fitters Inc.....	DS-MO-OL
Streamlight Inc.....	M
<b>Tele-Lite Inc</b> .....	<b>D-DS-M</b>
Tomar Electronics Inc.....	M
Unity Mfg Co.....	M
Veto Enterprises Inc.....	DS-MO
Will-Burt Co, The.....	M
Winder Police Equipment Inc.....	D-DS

### D140 Rescue/disaster equipment

308 Systems Inc.....	M-SC
Aqua Lung/US Divers.....	M
Benchmark Knife Co.....	M
Boston Whaler Commercial & Govt.....	M
Communications-Applied Technology.....	DS-M-SR
Creative Building Products.....	DS-M-SC-SR-OL
Darley.....	D
Draeger Safety Inc.....	M

Enmet Corp.....	M
<b>Fascut Industries Inc</b> .....	<b>D-DS-M-SR</b>
<b>GEICO Direct</b> .....	<b>O</b>
IBN Protection Products.....	DS
Industrial Scientific Corp.....	
<b>Instant Armor Inc</b> .....	<b>M</b>
Intl Safety Instruments.....	M
Life Safety Systems Inc.....	D-DS-EI-M-SC
MSA.....	M
Nightsun Performance Lighting.....	M
Optical Surveillance Systems.....	D-DS-M-MO
OSRAM Sylvania Inc.....	DS-M
PolyBrite Intl Inc.....	M
Search Systems Inc.....	DS-M
Shoreline Associates Inc.....	DS-EI-MO-OL
Silver Creek Industries.....	M
Simulaids Inc.....	M
Smiths Detection.....	SR
Tactical & Survival Spec Inc.....	DS
US Cavalry Inc.....	D-DS-MO-OL
West Coast Shoe Co (WESCO).....	M
Ziamatic Corp (ZICO).....	M
Zistos Corp.....	

### D142 Resuscitation equipment

Medtronic Physio-Control.....	DS-M
Simulaids Inc.....	M
Ziamatic Corp (ZICO).....	M
<b>ZOLL Medical Corp</b> .....	<b>M</b>

## INVESTIGATION

### E005 Barrier tape

ANI Safety & Supply Inc.....	DS
Associated Bag Co.....	DS-MO-OL
Banner Guard/Div Reef Industries Inc.....	M
Lynn Peavey Co.....	
Officers Only Inc.....	D-DS
<b>Penn Camera Exchange Inc</b> .....	<b>D-MO-SC</b>

### E010 Binoculars

Fujinon Inc.....	DS-M
Leupold & Stevens Inc.....	M
<b>Natl Law Enforcement Supply</b> .....	<b>DS-MO-SR</b>
Optical Surveillance Systems.....	D-DS-M-MO
<b>Penn Camera Exchange Inc</b> .....	<b>D-MO-SC</b>
US Cavalry Inc.....	D-DS-MO-OL

### E018 Cameras, digital

<b>Berendo Solutions Inc</b> .....	
<b>cMedia</b> .....	<b>D-DS-M-SC</b>
Digital Descriptor Systems Inc.....	D
Eos Systems Inc.....	M
<b>Family Trusted Digital ID</b> ®.....	
Mobile Police Solutions.....	M
<b>Natl Law Enforcement Supply</b> .....	<b>DS-MO-SR</b>
<b>Penn Camera Exchange Inc</b> .....	<b>D-MO-SC</b>
Sciax.....	

## E020 Cameras, general purpose/ accessories

<b>cMedia</b> .....	<b>D-DS-M-SC</b>
Misonix Inc.....	<b>M</b>
<b>Natl Law Enforcement Supply</b> .....	<b>DS-MO-SR</b>
<b>Penn Camera Exchange Inc</b> .....	<b>D-MO-SC</b>
Polaroid Corp.....	<b>M</b>

## E030 Cameras, identification/mug

<b>cMedia</b> .....	<b>D-DS-M-SC</b>
Cogent Systems Inc.....	<b>M</b>
Dynamic Imaging Systems Inc.....	<b>D</b>
Imagis Technologies Inc.....	<b>DS</b>
<b>Natl Law Enforcement Supply</b> .....	<b>DS-MO-SR</b>
<b>Penn Camera Exchange Inc</b> .....	<b>D-MO-SC</b>

## E040 Cameras, surveillance

AccuQuest Corp.....	<b>M-S-SC</b>
Alpha Controls Inc.....	<b>M</b>
AutoVu Technologies Inc.....	
<b>cMedia</b> .....	<b>D-DS-M-SC</b>
Digital Safety Technologies Inc.....	<b>M</b>
Electrophysics Corp.....	<b>M</b>
Everest VIT Inc.....	<b>M</b>
Extreme Surveillance.....	
Gamut Electronics LLC.....	
<b>Gyrocam Systems LLC</b> .....	<b>DS-M</b>
Mobile-Vision Inc.....	<b>M</b>
<b>Natl Law Enforcement Supply</b> .....	<b>DS-MO-SR</b>
On Patrol Video Intl.....	<b>M</b>
<b>Penn Camera Exchange Inc</b> .....	<b>D-MO-SC</b>
Raytheon Infrared.....	<b>SC</b>
Sciax.....	
Security Products Intl.....	<b>DS</b>
SEMCO.....	<b>M</b>
Van Cleve & Associates.....	
VideoComm Technologies.....	<b>M</b>
Will-Burt Co, The.....	<b>M</b>
Zistos Corp.....	

## E050 Cameras, video

BatteryZone Inc.....	<b>DS-M-OL</b>
<b>cMedia</b> .....	<b>D-DS-M-SC</b>
Digital Safety Technologies Inc.....	<b>M</b>
Everest VIT Inc.....	<b>M</b>
Extreme Surveillance.....	
Gamut Electronics LLC.....	
<b>Gyrocam Systems LLC</b> .....	<b>DS-M</b>
<b>ICOP Digital/McCoy's Law Line Inc</b> .....	<b>D-DS-M-SR</b>
Kustom Signals Inc.....	<b>M-SR</b>
<b>MicroSlate Inc</b> .....	<b>M</b>
Mobile-Vision Inc.....	<b>M</b>
MPH Industries Inc.....	<b>M</b>
<b>Natl Law Enforcement Supply</b> .....	<b>DS-MO-SR</b>
On Patrol Video Intl.....	<b>M</b>
Palomar Display Products Inc.....	<b>M</b>
<b>Penn Camera Exchange Inc</b> .....	<b>D-MO-SC</b>
RTI/Research Technology Intl.....	<b>DS-M</b>
Sciax.....	
Security Products Intl.....	<b>DS</b>
SEMCO.....	<b>M</b>
Zistos Corp.....	

## E060 Countermeasure devices

<b>Alcohol Countermeasure Systems</b> .....	<b>M</b>
Guardian Angel Holdings Inc.....	<b>M</b>

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- ◆ Up to 40 cuts per charge.

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Lafayette Instrument Co.....	DS-EI-M-SC-SR
<b>Penn Camera Exchange Inc.....</b>	<b>D-MO-SC</b>
Research Electronics Intl.....	M
Van Cleve & Associates.....	

## E070 Crime scene processing equipment

Cogent Systems Inc.....	M
<b>Natl Law Enforcement Supply.....</b>	<b>DS-MO-SR</b>
<b>Penn Camera Exchange Inc.....</b>	<b>D-MO-SC</b>
Rust-Oleum Corp.....	M
Sensors & Software Inc.....	M
Sirchie Finger Print Labs Inc.....	M
Spectronics Corp.....	M
SPEX Forensics/JY Inc.....	M
Tri-Tech Inc.....	M
<b>Zebra Technologies.....</b>	<b>M</b>

## E080 Dog training

Flatter & Associates Inc.....	SC
<b>Global Training Academy Inc.....</b>	
Rudy Drexler's School for Dogs.....	S

## E090 Dog training/handling equipment

<b>Global Training Academy Inc.....</b>	
Havis Shields Equipment Corp.....	M
KEEPRS.....	D
Rudy Drexler's School for Dogs.....	S

## E110 Evidence collection

<b>21st Century Robotics Inc.....</b>	<b>M</b>
A Rifkin Co.....	M
Associated Bag Co.....	DS-MO-OL
Bell Star/Pacific Concepts Sales.....	D-DS
ClueFinders Inc.....	DS-M-MO-SC
CRC Press, Taylor & Francis Group.....	P
Data Automation Systems Inc.....	SC
Fitzco Inc.....	DS-M
<b>Global Fraud Solutions LLC.....</b>	<b>DS-M-P-SC</b>
<b>Intl Assn for Property &amp; Evidence.....</b>	<b>F-S-SC</b>
<b>Law Enforcement Technologies.....</b>	<b>M</b>
LSI.....	S
Lynn Peavey Co.....	
Lyons Commercial Data.....	M-P
MedProtect Inc.....	DS-M
<b>Natl Law Enforcement Supply.....</b>	<b>DS-MO-SR</b>
Optical Surveillance Systems.....	D-DS-M-MO
<b>Penn Camera Exchange Inc.....</b>	<b>D-MO-SC</b>
Polaroid Corp.....	M
Progressive Microtechnology Inc.....	D-DS-M
Quick Arms & Supply Co.....	DS
Safetec of America Inc.....	M
Sensors & Software Inc.....	M
Sirchie Finger Print Labs Inc.....	M
Spectronics Corp.....	M
SPEX Forensics/JY Inc.....	M
Tri-Tech Inc.....	M
<b>Zebra Technologies.....</b>	<b>M</b>

## E120 Evidence storage/security

A Rifkin Co.....	M
American Locker Security Systems.....	M
Associated Bag Co.....	DS-MO-OL
Bell Star/Pacific Concepts Sales.....	D-DS

<b>cMedia.....</b>	<b>D-DS-M-SC</b>
Data Automation Systems Inc.....	SC
DSM Law Enforcement Products.....	M
Fitzco Inc.....	DS-M
Forensic Technology Inc.....	DS-M-SC-SR
Hellermann Tyton.....	M
Lynn Peavey Co.....	
Misonix Inc.....	M
<b>Natl Law Enforcement Supply.....</b>	<b>DS-MO-SR</b>
<b>Penn Camera Exchange Inc.....</b>	<b>D-MO-SC</b>
Progressive Microtechnology Inc.....	D-DS-M
PropertyBureau.com.....	SC
Rite in the Rain Paper.....	M
<b>S4UV.....</b>	<b>M</b>
Safety Storage Inc.....	M
<b>Security Engineered Machinery Co.....</b>	<b>DS-M</b>
Spacesaver Corp.....	M
Tiffin Metal Products.....	
Tri-Tech Inc.....	M
TruckVault.....	M
Woodwork Unlimited Inc.....	M

## E130 Facial composite kits

EFIT for Windows/Aspley LTD.....	
<b>Penn Camera Exchange Inc.....</b>	<b>D-MO-SC</b>

## E140 Fingerprint kits

Central Equipment Co Inc.....	DS
Dingo Partners.....	
Lynn Peavey Co.....	
Melles Griot/Omnichrome.....	M
Misonix Inc.....	M
Mistral Security Inc.....	DS-EI-M-SC
<b>Natl Law Enforcement Supply.....</b>	<b>DS-MO-SR</b>
<b>NEC Solutions America.....</b>	<b>DS-M</b>
<b>Penn Camera Exchange Inc.....</b>	<b>D-MO-SC</b>
Sirchie Finger Print Labs Inc.....	M
Tri-Tech Inc.....	M

## E150 Forensic test equipment/kits

<b>Alcohol Countermeasure Systems.....</b>	<b>M</b>
ClueFinders Inc.....	DS-M-MO-SC
Electrophysics Corp.....	M
Fisher Hamilton.....	M
Fitzco Inc.....	DS-M
JANT Pharmacal Corp.....	DS
<b>Law Enforcement Technologies.....</b>	<b>M</b>
LC Technology Intl.....	M
Lynn Peavey Co.....	
Melles Griot/Omnichrome.....	M
<b>Natl Law Enforcement Supply.....</b>	<b>DS-MO-SR</b>
<b>NEC Solutions America.....</b>	<b>DS-M</b>
<b>Penn Camera Exchange Inc.....</b>	<b>D-MO-SC</b>
Savage Range Systems Inc.....	M
Sirchie Finger Print Labs Inc.....	M
Spectronics Corp.....	M
Tri-Tech Inc.....	M
<b>Whatman.....</b>	<b>M</b>

## E160 Laboratory equipment/supplies

Fisher Hamilton.....	M
Fitzco Inc.....	DS-M
GenPrime Inc.....	M
Misonix Inc.....	M
<b>Natl Law Enforcement Supply.....</b>	<b>DS-MO-SR</b>
<b>Penn Camera Exchange Inc.....</b>	<b>D-MO-SC</b>
Safety Storage Inc.....	M

Sirchie Finger Print Labs Inc.....	M
Spectronics Corp.....	M

## E170 Laboratory services

ClueFinders Inc.....	DS-M-MO-SC
Natl Medical Services Inc.....	SC

## E180 Lights, special purpose

Able 2 Products Co Inc.....	M
BrightGuy Flashlights.....	D-DS-OL
Golight Inc.....	M
Grace Industries Inc.....	M
Havis Shields Equipment Corp.....	M
Ledtronics Inc.....	M
Melles Griot/Omnichrome.....	M
<b>Natl Law Enforcement Supply.....</b>	<b>DS-MO-SR</b>
OSRAM Sylvania Inc.....	DS-M
Pacific Instruments.....	DS
<b>Penn Camera Exchange Inc.....</b>	<b>D-MO-SC</b>
Safety Div Omniglow Corp.....	M
SPEX Forensics/JY Inc.....	M
Streamlight Inc.....	M
TACM III Inc.....	DS-M
<b>Tele-Lite Inc.....</b>	<b>D-DS-M</b>
Will-Burt Co, The.....	M

## E190 Marine/diving equipment

Boston Whaler Commercial & Govt.....	M
Draeger Safety Inc.....	M
TACM III Inc.....	DS-M

## E200 Mirrors, surveillance

PW Allen Inc.....	M
Salient Mfg & Security Products Inc.....	M

## E202 Night vision systems

American Innovations Inc.....	
Aspect Technology & Equip Inc.....	D-DS-EI-G-M
Electrophysics Corp.....	M
Fujinon Inc.....	DS-M
<b>Gyrocam Systems LLC.....</b>	<b>DS-M</b>
<b>ITT Industries Night Vision.....</b>	<b>M</b>
Mag Instrument Inc.....	M
<b>Natl Law Enforcement Supply.....</b>	<b>DS-MO-SR</b>
Pacific Instruments.....	DS
<b>Penn Camera Exchange Inc.....</b>	<b>D-MO-SC</b>
SPEX Forensics/JY Inc.....	M
Zistos Corp.....	

## E205 Noise instruments

Instrument Depot.....	DS
Quest Technologies Inc.....	M

## E210 Photography, darkroom equipment/supplies

<b>Natl Law Enforcement Supply.....</b>	<b>DS-MO-SR</b>
<b>Penn Camera Exchange Inc.....</b>	<b>D-MO-SC</b>

## E220 Photography, film

<b>Natl Law Enforcement Supply.....</b>	<b>DS-MO-SR</b>
<b>Penn Camera Exchange Inc.....</b>	<b>D-MO-SC</b>
Polaroid Corp.....	M

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"ITT night vision equipment is essential in low-visibility situations. **No search team should be without it.**"

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Kern Co. Sheriff's Dept.,  
Search & Rescue Unit

#### ITT INDUSTRIES NIGHT VISION

The following is a true story:

Kern County, California, darkness envelopes the rugged, snow-covered mountains northwest of Los Angeles. A 19-year-old snowboarder has been missing for over seven hours and search-and-rescue teams are on a mission to locate him.

Even in broad daylight, finding a missing person in these mountains can be difficult. At night, the job becomes virtually impossible.

To make matters worse, it is snowing and windy—a deadly combination for the missing snowboarder.

Suddenly, one of the search teams discovers the snowboarder's foot tracks, but after several feet the prints vanish—erased by the windy snow. Time is running out.

The team enlists the help of ITT Night Vision. With the goggles, they find that when a light is held low and aimed across the faint tracks, the path taken by the snowboarder can be clearly seen up to 72 yards ahead. This makes all the difference in the world.

By following the foot tracks, searchers are able to find the missing snowboarder and return him to safety.

CLEARLY, ITT NIGHT VISION IS AN INDISPENSABLE TOOL WHEN IT COMES TO SEARCH-AND-RESCUE OPERATIONS. IT NOT ONLY INCREASES THE POSSIBILITY OF SUCCESS, IT ALLOWS SEARCHERS TO CONDUCT THEIR MISSIONS WITH GREATER SAFETY—ITS INTELLIGENCE FOR CRITICAL MISSIONS.

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## E230 Photography, film editing/ processing/splicing

<b>cMedia</b> .....	<b>D-DS-M-SC</b>
<b>Natl Law Enforcement Supply</b> .....	<b>DS-MO-SR</b>

## E240 Polygraph equipment

Academy Scientific Investigative Trng.....	D-S-SC
American Polygraph Assn.....	SC
Lafayette Instrument Co.....	DS-EI-M-SC-SR
<b>Natl Trng Ctr of Polygraph Science</b> .....	<b>D-DS-EI-P-S-SC</b>
Stan Walters & Associates.....	SC

## E250 Recorders, audio

AAT Communications Systems Corp.....	D
<b>cMedia</b> .....	<b>D-DS-M-SC</b>
CVDS Inc.....	M
<b>Martel Electronics Inc.</b> .....	<b>D-DS-M</b>
Nice Systems Inc.....	
Omnicon Electronics.....	DS-M-MO
<b>Penn Camera Exchange Inc</b> .....	<b>D-MO-SC</b>

## E260 Recorders, video

AAT Communications Systems Corp.....	D
Applied Integration Corp.....	M
<b>cMedia</b> .....	<b>D-DS-M-SC</b>
<b>Dictaphone Corp</b>	
Extreme Surveillance	
<b>ICOP Digital/McCoy's Law Line Inc</b> .....	<b>D-DS-M-SR</b>
Kustom Signals Inc.....	M-SR
<b>Martel Electronics Inc.</b> .....	<b>D-DS-M</b>
Mobile Police Solutions.....	M
On Patrol Video Intl.....	M
Palomar Display Products Inc.....	M
<b>Penn Camera Exchange Inc</b> .....	<b>D-MO-SC</b>
Security Products Intl.....	DS
SEMCO.....	M

## E270 Scales

Intercomp.....	M
Measurement Systems Intl.....	M

## E280 Surveillance equipment

A4S Technologies Inc.....	M
AAT Communications Systems Corp.....	D
AccuQuest Corp.....	M-S-SC
American Innovations Inc.....	
Aspect Technology & Equip Inc.....	D-DS-EI-G-M
CeoTronics.....	M
<b>cMedia</b> .....	<b>D-DS-M-SC</b>
Delta Digital Video.....	M
Electrophysics Corp.....	M
Everest VIT Inc.....	M
Extreme Surveillance	
Gamut Electronics LLC	
Identix.....	M
Innovative Surveillance Technology Inc.....	M-S
Intellitech Industries/Lookout Security	
<b>ITT Industries Night Vision</b> .....	<b>M</b>
Mobile-Vision Inc.....	M
Nightline Inc.....	D
Omnicon Electronics.....	DS-M-MO
<b>Penn Camera Exchange Inc</b> .....	<b>D-MO-SC</b>
PW Allen Inc.....	M
Raytheon Infrared.....	SC

RTI/Research Technology Intl.....	DS-M
Salient Mfg & Security Products Inc.....	M
Search Systems Inc.....	DS-M
Security Products Intl.....	DS
SEMCO.....	M
Silver Creek Industries.....	M
Spectratek.....	M
Time Domain Corp.....	DS-EI-M
Van Cleve & Associates	
VideoComm Technologies.....	M
Wesmar.....	M
Zistos Corp	

## E285 Thermal imaging systems

Aspect Technology & Equip Inc.....	D-DS-EI-G-M
Electrophysics Corp.....	M
<b>Gyrocam Systems LLC</b> .....	<b>DS-M</b>
Intl Safety Instruments.....	M
MSA.....	M
Nightline Inc.....	D
Raytheon Infrared.....	SC
Scott Health & Safety.....	M
Van Cleve & Associates	

## E290 Tracking devices

Absolute Software.....	M-OL
Time Domain Corp.....	DS-EI-M

## E300 Voice analyzers

<b>Dektor Corp</b> .....	<b>D-DS-EI-M-S</b>
Personal Equipment	

## E305 Voice stress analysis

<b>Dektor Corp</b> .....	<b>D-DS-EI-M-S</b>
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# PERSONAL EQUIPMENT

## F010 Badge cases

A E Nelson Leather Co.....	D-DS-M
Aker Intl Inc.....	M
Awards & More.....	M
Berben Insignia Co.....	D-MO-OL
<b>Blackinton VH &amp; Co Inc</b> .....	<b>M</b>
Boston Leather Inc.....	M
Central Police Supply.....	D-MO-OL
Collinson Enterprises.....	M
Copshop.com.....	DS
D&K Mfg Co Inc.....	M
Entenmann-Rovin Co.....	M
Gould & Goodrich Leather Inc.....	M
Mixson Corp.....	M
Raine Inc.....	M
<b>Red the Uniform Tailor</b> .....	<b>D-DS-M</b>
Safariland®.....	M
Smith & Warren/Everson Ross.....	M
Southern Police Equipment.....	DS-G-M-MO-OL
Stokes Intl.....	M
Strong Leather Co.....	M
<b>Sun Badge Co</b>	

## F020 Badges/shields

Berben Insignia Co.....	D-MO-OL
<b>Blackinton VH &amp; Co Inc</b> .....	<b>M</b>
Brodin Studios Inc.....	M
Collinson Enterprises.....	M
Copshop.com.....	DS
CW Nielsen Mfg Corp.....	M
Darley.....	D
Entenmann-Rovin Co.....	M
ISI Services Corp.....	D-DS-EI
Lewis Uniform Co LLC.....	D
Natl Imprint Corp.....	DS-MO
<b>Natl Law Enforcement Supply</b> .....	<b>DS-MO-SR</b>
<b>Northwest Territorial Mint</b> .....	<b>M</b>
Recognition Services Inc.....	DS
<b>Red the Uniform Tailor</b> .....	<b>D-DS-M</b>
Roberts Co Inc.....	MO
Schweizer Emblem Co.....	M
Smith & Warren/Everson Ross.....	M
Stokes Intl.....	M
<b>Sun Badge Co</b>	
Symbolarts	
Winder Police Equipment Inc.....	D-DS

## F030 Batons/baton carriers

A E Nelson Leather Co.....	D-DS-M
Armament Systems & Procedures.....	M
ASP Inc.....	M
Bianchi Intl.....	M
Boston Leather Inc.....	M
Darley.....	D
Dummies Unlimited Inc.....	M
Elite Survival Systems.....	DS-EI-M
Gould & Goodrich Leather Inc.....	M
Kohaut & Co.....	M
Mixson Corp.....	M
<b>Penn Camera Exchange Inc</b> .....	<b>D-MO-SC</b>
PolyBrite Intl Inc.....	M
PPCT Products LLC.....	M
Protective Safety Systems Inc.....	DS-S-SC
Reliapon Police Products Inc.....	DS-M-P
US Cavalry Inc.....	D-DS-MO-OL

## F040 Belt buckles

Collinson Enterprises.....	M
CW Nielsen Mfg Corp.....	M
Entenmann-Rovin Co.....	M
Gould & Goodrich Leather Inc.....	M
Medalcraft Mint Inc, The.....	M
<b>Northwest Territorial Mint</b> .....	<b>M</b>
Recognition Services Inc.....	DS
Roberts Co Inc.....	MO
Stokes Intl.....	M
<b>Sun Badge Co</b>	
Symbolarts	

## F050 Clipboards/holders

Pelican Products Inc.....	M
<b>Red the Uniform Tailor</b> .....	<b>D-DS-M</b>

## F060 Flashlights

AETCO Inc.....	M
Armament Systems & Procedures.....	M
ASP Inc.....	M
BrightGuy Flashlights.....	D-DS-OL
Central Police Supply.....	D-MO-OL



Darley .....D  
 Golight Inc.....M  
 Koehler-Bright Star Inc.....M  
 Kohaut & Co .....M  
 Laser Devices Inc.....M  
 Lumastrobe Warning Lights .....M-OL  
 Mae Group Intl Inc.....DS-EI  
 Mag Instrument Inc.....M  
**Mohawk Ltd** .....**DS-M**  
**Natl Law Enforcement Supply** .....**DS-MO-SR**  
 Officers Only Inc.....D-DS  
**OSI Batteries** .....**D-DS-SR-OL**  
 Pacific Instruments.....DS  
 Streamlight Inc.....M  
 Surefire .....M  
 TACM III Inc.....DS-M  
 Tactical & Survival Spec Inc.....DS  
**Tele-Lite Inc**.....**D-DS-M**  
 TJ Conevera's Inc.....DS

## F070 Infectious disease protection equipment

ANI Safety & Supply Inc.....DS  
 Geomet Technologies LLC.....D-M-SC  
 IBN Protection Products.....DS  
 Intl Safety Instruments.....M  
 L&R Mfg Co.....M  
 MedProtect Inc.....DS-M  
**Penn Camera Exchange Inc** .....**D-MO-SC**  
 Safetec of America Inc.....M  
 Safety Tech Intl Inc.....M  
 Shoreline Associates Inc.....DS-EI-MO-OL  
 Trademark Graphics.....M

TSI Inc.....M  
 TurtleSkin Protective Apparel.....M

## F080 Lock-opening devices

Counter Assault  
**Fascut Industries Inc** .....**D-DS-M-SR**  
 Pro-Lok.....M  
 Slide Lock Tool Co.....D-DS-M-MO

## F085 Notebooks

Lind Electronics Inc.....M  
 Rite in the Rain Paper.....M

## F090 Restraint/defense devices

**AEDEC Intl Inc** .....**DS-M**  
 Aerko Intl .....M  
 AETCO Inc.....M  
 ASP Inc.....M  
 Hellermann Tyton .....M  
 Hiatt-Thompson Corp.....M  
 Humane Restraint Co Inc.....M  
 Kickstop Restraint Co Inc.....M  
 Officers Only Inc.....D-DS  
 Peerless Handcuff Co.....M  
 Premier Crown Corp.....M  
 Protective Safety Systems Inc.....DS-S-SC  
 Reliapon Police Products Inc.....DS-M-P  
 Smith & Wesson .....M  
 Tuff Tie Inc.....DS-M

## F100 Weapons, personal impact

AETCO Inc.....M  
 Armament Systems & Procedures .....M  
 ASP Inc.....M  
 FNH USA Inc.....M  
**Redman Training Gear** .....**DS-M-SR**  
 SOG Specialty Knives & Tools.....DS-M

## SECURITY

### G010 Access control devices/systems

Allison Systems Inc.....M  
 Alpha Video & Audio Inc.....D-SC-SR  
 ATSI Inc.....D  
 Bosch Security Systems .....M  
 Cogent Systems Inc.....M  
**Control Screening LLC** .....**M-SC-SR**  
 Glenbrook Technologies Inc.....M-SC  
 IdentiSys.....D  
 Identix.....M  
 Innovative Surveillance Technology Inc.....M-S  
 Jeron Electronics Systems Inc.....M  
**NEC Solutions America** .....**DS-M**  
 PMG Inc.....M  
 RPLB Architects Inc.....SC

# PROTECTION BEGINS WITH DETECTION

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Smiths Detection .....	SR
Spectronics Corp .....	M
Tempbadge/Temtec .....	M
Thermo Electron Crop .....	
Tomar Electronics Inc .....	M
<b>Zebra Technologies</b> .....	<b>M</b>

## G020 Alarm systems/intrusion detection systems

AES IntelliNet .....	M
Allison Systems Inc .....	M
Bosch Security Systems .....	M
CALL24 Wireless Callbox Systems .....	
<b>Control Screening LLC</b> .....	<b>M-SC-SR</b>
HGI Wireless Inc .....	
Intellitech Industries/Lookout Security .....	
Keltron Corp .....	M
SAS R&D Services Inc .....	M

## G030 Cameras, CCTV/security

A4S Technologies Inc .....	M
AccuQuest Corp .....	M-S-SC
Allison Systems Inc .....	M
Alpha Video & Audio Inc .....	D-SC-SR
American Innovations Inc .....	
Applied Integration Corp .....	M
Aspect Technology & Equip Inc .....	D-DS-EI-G-M
ATSI Inc .....	D
Bosch Security Systems .....	M
<b>cMedia</b> .....	<b>D-DS-M-SC</b>
Delta Digital Video .....	M
Eagleeye Technologies Inc .....	M
Everest VIT Inc .....	M
Extreme Surveillance .....	
ILPS .....	DS-EI-M-SC-SR
Nestor Traffic Systems Inc .....	DS-M
Nice Systems Inc .....	
Raytheon Infrared .....	SC
RPLB Architects Inc .....	SC
RTL/Research Technology Intl .....	DS-M
US Cavalry Inc .....	D-DS-MO-OL

## G040 Communications security systems

AES IntelliNet .....	M
Alpha Video & Audio Inc .....	D-SC-SR
Alvarion .....	M
CALL24 Wireless Callbox Systems .....	
CeoTronics .....	M
<b>cMedia</b> .....	<b>D-DS-M-SC</b>
Code Blue Corp .....	M
Delta Digital Video .....	M
Ear Phone Connection Inc .....	DS
<b>EF Johnson</b> .....	<b>M</b>
General Dynamics C4 Systems .....	M
Grace Industries Inc .....	M
HGI Wireless Inc .....	
ILPS .....	DS-EI-M-SC-SR
Intellitech Industries/Lookout Security .....	
Jeron Electronics Systems Inc .....	M
Keltron Corp .....	M
Midland Radio Corp .....	DS
<b>RCC Consultants Inc</b> .....	<b>SC</b>
RTL/Research Technology Intl .....	DS-M
<b>Tip Systems</b> .....	
Transcrypt Intl Inc .....	M
Van Cleve & Associates .....	
VideoComm Technologies .....	M

## G050 Deterrent systems

AutoVu Technologies Inc .....	
CALL24 Wireless Callbox Systems .....	

<b>Control Screening LLC</b> .....	<b>M-SC-SR</b>
Creative Building Products .....	DS-M-SC-SR-OL
Flatter & Associates Inc .....	SC
ILPS .....	DS-EI-M-SC-SR

## G060 Enclosures/guard houses

<b>Kullman Steel Cells</b> .....	<b>M</b>
Safety Storage Inc .....	M

## G070 Glass, bullet-resistant

Mistral Security Inc .....	DS-EI-M-SC
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## G080 ID systems/badges

Allison Systems Inc .....	M
ATSI Inc .....	D
Bosch Security Systems .....	M
Comnetix Computer Systems Inc .....	M-SC
Data Automation Systems Inc .....	SC
Datacard Group .....	M
Digital Descriptor Systems Inc .....	D
Dingo Partners .....	
Dynamic Imaging Systems Inc .....	D
<b>Family Trusted Digital ID ®</b> .....	
<b>ICICI Infotech Inc</b> .....	<b>M-SC</b>
Identicom Technologies Inc .....	D-SC
IdentiSys .....	D
<b>Nad Law Enforcement Supply</b> .....	<b>DS-MO-SR</b>
<b>Penn Camera Exchange Inc</b> .....	<b>D-MO-SC</b>
Progressive Microtechnology Inc .....	D-DS-M
Tempbadge/Temtec .....	M
<b>Zebra Technologies</b> .....	<b>M</b>

## G090 Metal/weapons detectors

Central Equipment Co Inc .....	DS
<b>Control Screening LLC</b> .....	<b>M-SC-SR</b>
Friskem-Infinetics Inc .....	M
Garrett Metal Detectors .....	M
Glenbrook Technologies Inc .....	M-SC
Marlowe Productions .....	D-DS-P-SC-SR
Metorex Security Products Inc .....	M
<b>Penn Camera Exchange Inc</b> .....	<b>D-MO-SC</b>
SAIC .....	M
Sensors & Software Inc .....	M
Smiths Detection .....	SR
Southern Public Safety Equip Co .....	D-DS-MO
TCB Associates .....	DS-SR
Thermo Electron Crop .....	
Torfinno Enterprises Inc .....	M

## G100 Mirrors

ILPS .....	DS-EI-M-SC-SR
Premier Crown Corp .....	M
PW Allen Inc .....	M
Salient Mfg & Security Products Inc .....	M
SAS R&D Services Inc .....	M
Search Systems Inc .....	DS-M
Tactical & Survival Spec Inc .....	DS

## G110 Monitors, radio/TV/telephone

AES IntelliNet .....	M
Alpha Video & Audio Inc .....	D-SC-SR
<b>cMedia</b> .....	<b>D-DS-M-SC</b>
CVDS Inc .....	M
RAE Systems .....	

## G120 Security devices/systems

A4S Technologies Inc .....	M
Absolute Software .....	M-OL
AES IntelliNet .....	M
Alpha Video & Audio Inc .....	D-SC-SR

ATSI Inc .....	D
Bosch Security Systems .....	M
CALL24 Wireless Callbox Systems .....	
<b>Control Screening LLC</b> .....	<b>M-SC-SR</b>
General Dynamics C4 Systems .....	M
Glenbrook Technologies Inc .....	M-SC
Graco Children's Products Inc .....	DS-EI-M-MO-SR-OL
Hellermann Tyton .....	M
HGI Wireless Inc .....	
Identicom Technologies Inc .....	D-SC
Identix .....	M
ILPS .....	DS-EI-M-SC-SR
Innovative Surveillance Technology Inc .....	M-S
Intellitech Industries/Lookout Security .....	
Keltron Corp .....	M
MacNeil Automotive Products Ltd .....	M
Metorex Security Products Inc .....	M
PMG Inc .....	M
Ramsafe Technologies .....	M
<b>Security Engineered Machinery Co</b> .....	<b>DS-M</b>
Shot Lock Corp .....	M
Smith & Wesson .....	M
Smiths Detection .....	SR
Spectratek .....	M
Tempbadge/Temtec .....	M
Thermo Electron Crop .....	
<b>Tip Systems</b> .....	
Traffic Safety Devices Inc .....	D-M
Traffic Safety Service .....	D-DS-M-MO-OL
Transcrypt Intl Inc .....	M
Wesmar .....	M
<b>Zebra Technologies</b> .....	<b>M</b>

# TACTICAL & PROTECTIVE EQUIPMENT

## H010 Armor, architectural

Advanced Training Systems Inc .....	DS-M
Bryte Technologies/Armor Div .....	M
CoorsTek .....	
<b>Kullman Steel Cells</b> .....	<b>M</b>
Mistral Security Inc .....	DS-EI-M-SC
Protection Development Intl Corp .....	M

## H015 Armor

Bryte Technologies/Armor Div .....	M
CoorsTek .....	
First Choice Armor .....	M
Gator Hawk Armor Inc .....	M
K9 Pro Wear .....	M-MO-OL
Protection Development Intl Corp .....	M
Protective Products Intl .....	M
Reliance Armor Systems Inc .....	M
Safariland® .....	M
Southern Police Equipment .....	DS-G-M-MO-OL
<b>Under Armour</b> .....	<b>M</b>
US Armor Corp .....	M

## H020 Armor, soft body

All State Police Equipment .....	DS
AmChar Wholesale Inc .....	DS
American Body Armor .....	M
Central Equipment Co Inc .....	DS
Diamondback Tactical .....	MO-OL
First Choice Armor .....	M
First Defense Intl Group .....	DS-EI-G-M-SC-OL
Galls Inc .....	DS
Gator Hawk Armor Inc .....	M

Gulf States Distributors .....	DS
Hatch Corp.....	M
KEEPRS .....	D
Kevlar®/DuPont Co .....	
Mae Group Intl Inc.....	DS-EI
Markl Supply Co Inc.....	DS
Med-Eng Systems Inc.....	DS-M
PACA Body Armor .....	D-DS-G-M-SR
PROTECH.....	M
Protective Products Intl.....	M
Quick Arms & Supply Co.....	DS
Reliance Armor Systems Inc.....	M
Safariland® .....	M
Southern Public Safety Equip Co .....	D-DS-MO
Teijin Twaron USA Inc.....	M
TurtleSkin Protective Apparel.....	M
US Armor Corp.....	M
US Cavalry Inc.....	D-DS-MO-OL
WL Gore & Associates Inc.....	M

## H030 Armored clipboards

Royal Arms Intl .....	M
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## H040 Armored shields

American Body Armor.....	M
Bryte Technologies/Armor Div.....	M
CoorsTek .....	
Fenrir Industries Inc.....	M
First Choice Armor .....	M
<b>Instant Armor Inc.....</b>	<b>M</b>
Kevlar®/DuPont Co .....	
Paulson Mfg Corp.....	M
PROTECH.....	M
Protective Products Intl.....	M
Teijin Twaron USA Inc.....	M
US Armor Corp.....	M

## H050 Ballistic materials

Advanced Training Systems Inc .....	DS-M
Bryte Technologies/Armor Div.....	M
CoorsTek .....	
Diamondback Tactical.....	MO-OL
First Defense Intl Group.....	DS-EI-G-M-SC-OL
Kevlar®/DuPont Co .....	
Mixson Corp.....	M
PACA Body Armor .....	D-DS-G-M-SR
Protection Development Intl Corp.....	M
Teijin Twaron USA Inc.....	M
TurtleSkin Protective Apparel.....	M

## H060 Barricades

Advanced Training Systems Inc .....	DS-M
American Innovations Inc .....	
Creative Building Products.....	DS-M-SC-SR-OL
Traffic Safety Devices Inc.....	D-M
Traffic Safety Service.....	D-DS-M-MO-OL

## H070 Bomb detection

American Innovations Inc .....	
<b>Control Screening LLC.....</b>	<b>M-SC-SR</b>
Draeger Safety Inc.....	M
First Defense Intl Group.....	DS-EI-G-M-SC-OL
JANT Pharmacal Corp.....	DS
Marlowe Productions .....	D-DS-P-SC-SR
Med-Eng Systems Inc.....	DS-M
Metorex Security Products Inc.....	M
PW Allen Inc .....	M
Rudy Drexler's School for Dogs.....	S
SAIC.....	M
Salient Mfg & Security Products Inc.....	M
SAS R&D Services Inc.....	M
SecureSearch Inc.....	D-EI-M

TCB Associates .....	DS-SR
Thermo Electron Crop .....	

## H080 Bomb disposal

JANT Pharmacal Corp.....	DS
Life Safety Systems Inc.....	D-DS-EI-M-SC
Med-Eng Systems Inc.....	DS-M
PACA Body Armor .....	D-DS-G-M-SR
Protection Development Intl Corp.....	M
PW Allen Inc.....	M
Royal Arms Intl.....	M
SAIC.....	M
SAS R&D Services Inc.....	M
TCB Associates .....	DS-SR

## H090 Chemical munitions

Aerko Intl .....	M
All State Police Equipment .....	DS
Central Equipment Co Inc.....	DS
Combined Tactical Systems Inc.....	M
Markl Supply Co Inc.....	DS
TCB Associates .....	DS-SR

## H100 Entry devices

<b>Fascut Industries Inc .....</b>	<b>D-DS-M-SR</b>
Fenrir Industries Inc.....	M
Intl Safety Instruments.....	M
<b>Kullman Steel Cells.....</b>	<b>M</b>
<b>Law Enforcement Technologies.....</b>	<b>M</b>
Porta Target Inc.....	M
Quick Arms & Supply Co.....	DS
Royal Arms Intl.....	M
Sentry Solutions Ltd.....	M-MO-OL
Tactical & Survival Spec Inc.....	DS
Thermo Electron Crop .....	
<b>Zebra Technologies.....</b>	<b>M</b>

## H110 Gas masks/accessories

Aerko Intl .....	M
AmChar Wholesale Inc.....	DS
ANI Safety & Supply Inc.....	DS
Associated Bag Co .....	DS-MO-OL
Diamondback Tactical.....	MO-OL
Draeger Safety Inc.....	M
Enmet Corp.....	M
Geomet Technologies LLC.....	D-M-SC
IBN Protection Products .....	DS
Life Safety Systems Inc.....	D-DS-EI-M-SC
MedProtect Inc.....	DS-M
MSA.....	M
Premier Crown Corp.....	M
Reliance Armor Systems Inc.....	M
Safety Tech Intl Inc.....	M
Scott Health & Safety .....	M
Shoreline Associates Inc.....	DS-EI-MO-OL
TSI Inc.....	M

## H120 Goggles, safety

Bestdefense.com LLC .....	OL
Hatch Corp.....	M
Law Enforcement Targets .....	M
MSA.....	M
Paulson Mfg Corp.....	M
Reliance Armor Systems Inc.....	M
Security Equipment Corp.....	DS-EI-M
<b>Super Seer Corp .....</b>	<b>M</b>

## H130 Grenade launchers

Combined Tactical Systems Inc .....	M
<b>Law Enforcement Technologies.....</b>	<b>M</b>
Nightline Inc.....	D

## H140 Helmets

First Choice Armor .....	M
<b>Helmet House Inc .....</b>	<b>DS</b>
Kevlar®/DuPont Co .....	
Patrol Bike Systems Inc .....	D-MO
Premier Crown Corp.....	M
Protective Products Intl.....	M
Reliance Armor Systems Inc.....	M
Seto Tech Div of Seto Holdings .....	
<b>Super Seer Corp .....</b>	<b>M</b>
Tactical & Survival Spec Inc.....	DS
Teijin Twaron USA Inc.....	M
US Armor Corp.....	M

## H150 Helmets, communication systems

AETCO Inc.....	M
CeoTronics.....	M
First Defense Intl Group.....	DS-EI-G-M-SC-OL
PVP Communications Inc.....	OL
Squad-Fitters Inc.....	DS-MO-OL
<b>Super Seer Corp .....</b>	<b>M</b>

## H160 Helmets, face shields

AETCO Inc.....	M
All State Police Equipment .....	DS
American Body Armor.....	M
First Choice Armor .....	M
Paulson Mfg Corp.....	M
Premier Crown Corp.....	M
PROTECH.....	M
<b>Super Seer Corp .....</b>	<b>M</b>

## H170 Hoods, fire retardant

Damascus Worldwide Inc.....	M
Hatch Corp.....	M
Kevlar®/DuPont Co .....	
Mifflin Valley Reflective Apparel.....	DS-M

## H180 Lights, special purpose

Bestdefense.com LLC .....	OL
BrightGuy Flashlights.....	D-DS-OL
Koehler-Bright Star Inc.....	M
Laser Devices Inc.....	M
Nightsun Performance Lighting .....	M
OSRAM Sylvania Inc.....	DS-M
Pro-Lok.....	M
Safety Div Omniglow Corp.....	M
Seto Tech Div of Seto Holdings .....	
<b>Solar Traffic Controls LLC .....</b>	<b>M</b>
Streamlight Inc.....	M
TACM III Inc.....	DS-M
Torfino Enterprises Inc.....	M

## H190 Robots, tactical

<b>21st Century Robotics Inc .....</b>	<b>M</b>
Boston Whaler Commercial & Govt .....	M
Dummies Unlimited Inc .....	M
Everest VIT Inc .....	M

## H200 Scopes/sights

Fujinon Inc.....	DS-M
<b>ITT Industries Night Vision.....</b>	<b>M</b>
Laser Devices Inc.....	M
Leupold & Stevens Inc .....	M
Nightline Inc.....	D
Optical Surveillance Systems .....	D-DS-M-MO
Schmidt & Bender Inc.....	DS-M
Trijicon Inc.....	M
Truglo Inc.....	M



## TRAFFIC ENFORCEMENT

### J010 Alcohol/drug detection devices

Alcohol Countermeasure Systems.....	M
CMI Inc.....	M
Draeger Safety Inc.....	M
Drug Detection Devices Ltd.....	D-DS
Guardian Angel Holdings Inc.....	M
ICOP Digital/McCoy's Law Line Inc.....	D-DS-M-SR
Intoximeters Inc.....	M
JANT Pharmacal Corp.....	DS
Lifeloc Technologies Inc.....	M
Lifepoint Inc.....	M
Mistral Security Inc.....	DS-EI-M-SC
Nail Law Enforcement Supply.....	DS-MO-SR
SAS R&D Services Inc.....	M
Southern Police Equipment.....	DS-G-M-MO-OL

### J020 Immobilizers

MITI Mfg Co Inc.....	M
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### J030 Measuring devices

Alcohol Countermeasure Systems.....	M
Decatur Electronics Inc.....	EI-M
Guardian Angel Holdings Inc.....	M
ICOP Digital/McCoy's Law Line Inc.....	D-DS-M-SR
Jamar Technologies Inc.....	M
Kustom Signals Inc.....	M-SR
Laser Technology Inc.....	M

### J040 Parking enforcement equipment

AutoVu Technologies Inc.....	
Berendo Solutions Inc.....	
Enforcement Technology Inc.....	DS-M

ICICI Infotech Inc.....	M-SC
Radix Corp.....	M
Slide Lock Tool Co.....	D-DS-M-MO
Tempbadge/Temtec.....	M
Zebra Technologies.....	M

### J053 Pedestrian safety equipment

Creative Building Products.....	DS-M-SC-SR-OL
GEICO Direct.....	O
RU2 Systems Inc.....	M
Solar Traffic Controls LLC.....	M
Traffic Safety Devices Inc.....	D-M
Traffic Safety Service.....	D-DS-M-MO-OL

### J055 Red-light cameras

ACS State & Local Solutions Inc.....	DS
cMedia.....	D-DS-M-SC
GEICO Direct.....	O
Nestor Traffic Systems Inc.....	DS-M
Prestige Corp.....	DS-M-SC-OL

### J060 Signs

Decatur Electronics Inc.....	EI-M
Dicke Safety Products.....	M
Hall Signs Inc.....	M
Lordon Inc.....	
MagnaPlan Corp.....	D-DS-EI-M-MO-SR
MDI Traffic Control Products.....	M
Reflexite Americas.....	M
Rite in the Rain Paper.....	M
RU2 Systems Inc.....	M
Solar Traffic Controls LLC.....	M
Trademark Graphics.....	M
Traffic Safety Service.....	D-DS-M-MO-OL
Valley Screen Process Co Inc.....	DS-M
Visual Image Systems.....	DS-M

### J070 Speed detection equipment

ACS State & Local Solutions Inc.....	DS
Central Equipment Co Inc.....	DS
Decatur Electronics Inc.....	EI-M
Eagle Eye Enterprises.....	D-DS-SC
Hall Signs Inc.....	M
ICOP Digital/McCoy's Law Line Inc.....	D-DS-M-SR
Jamar Technologies Inc.....	M
Kustom Signals Inc.....	M-SR
Laser Technology Inc.....	M
MPH Industries Inc.....	M
Prestige Corp.....	DS-M-SC-OL
Radar Certification, Emergent.....	D-S-SC-OL
RU2 Systems Inc.....	M
Solar Traffic Controls LLC.....	M
Stalker Radar Lidar & Video.....	M
Veto Enterprises Inc.....	DS-MO

### J080 Templates, accident reconstruction

Accident Support Services Intl Ltd.....	DS-SC
---	-------

### J085 Tint meters

Laser Labs Inc.....	M
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### J087 Tire deflation devices

Mae Group Intl Inc.....	DS-EI
Magnum Spike/Phoenix Intl Ltd.....	DS-EI-M
PMG Inc.....	M

### J090 Traffic batons

Grace Industries Inc.....	M
Lumastrobe Warning Lights.....	M-OL
PolyBrite Intl Inc.....	M
Torfin Enterprises Inc.....	M

## What do these Police Agencies have in common?

Delaware State Police  
St. John's Co. SO, FL  
Asheville, NC  
Virginia Beach, VA  
Charlotte-Mecklenburg, NC  
Wake Co. SO, NC

Greensboro, NC  
Sarasota Co. SO, FL  
South Carolina SHP  
Virginia State Police  
North Carolina SHP  
Myrtle Beach, SC

Manion Co. SO, FL  
Rock Hill, SC  
Fairfax Co., VA  
Raleigh, NC  
Wilmington, NC  
Highpoint, NC

Miami-Dade, FL  
Anne Arundel Co., MD  
Henrico Co., VA  
Winston-Salem, NC  
North Carolina SBI  
Cape Coral, FL

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## J100 Traffic control systems

ADDCO Inc.....	M
Dicke Safety Products.....	M
Empco-Lite/Elgin Molded Plastics .....	M
<b>ICOP Digital/McCoy's Law Line Inc.....</b>	<b>D-DS-M-SR</b>
Lordon Inc.....	
Lumastrobe Warning Lights .....	M-OL
MDI Traffic Control Products.....	M
Nestor Traffic Systems Inc.....	DS-M
PMG Inc.....	M
Safety Div Omniglow Corp.....	M
<b>Solar Traffic Controls LLC.....</b>	<b>M</b>
Tempbadge/Temtec.....	M
Tomar Electronics Inc.....	M
Traffic Safety Devices Inc.....	D-M

## J110 Traffic markers/cones/flashers

24 Hour Flare Pop-Up Flash Cones.....	M
Empco-Lite/Elgin Molded Plastics .....	M
Eos Systems Inc.....	M
Hall Signs Inc.....	M
North American Signal Co.....	M
Rust-Oleum Corp.....	M
Seto Tech Div of Seto Holdings.....	
<b>Solar Traffic Controls LLC.....</b>	<b>M</b>
Torfin Enterprises Inc.....	M
Traffic Safety Devices Inc.....	D-M
Traffic Safety Service.....	D-DS-M-MO-OL

## J120 Traffic ticket forms

<b>Berendo Solutions Inc</b>	
Infokall Inc.....	D-DS-M-SC
Scantron Corp	
<b>Zebra Technologies.....</b>	<b>M</b>

## TRAINING

### K010 Books/manuals/periodicals

American Polygraph Assn .....	SC
<b>Andrew Harvey Seminars .....</b>	<b>SC</b>
APCO Intl	
Backup Training Corp, The	
Bolz, FA Associates Inc	
<b>Charles C Thomas Publisher Ltd.....</b>	<b>DS-M-P</b>
CRC Press, Taylor & Francis Group .....	P
Dispatch Monthly Magazine.....	P
Drunk Busters of America .....	D-DS-M-MO-OL
Eagle Eye Enterprises.....	D-DS-SC
Executive Protection Inst.....	S
Gould Publications Inc/Gould Law	
ICMA (Intl City/Cnty Mgmt Assn) .....	G-MO-P-SC-OL
Investigation Training Inst.....	SC
<b>John E Reid &amp; Associates Inc.....</b>	<b>SC</b>
Jones and Bartlett Publishers.....	P
Lantern Books.....	P
Law Enforcement Product News.....	P
<b>Liebert, Cassidy, Whitmore.....</b>	<b>SC</b>
Looseleaf Law Publications Inc.....	M-MO-P
Natl Equipment Register .....	SC-OL
Natl Imprint Corp.....	DS-MO
<b>Natl Terrorism Preparedness Inst.....</b>	<b>S</b>
NCJRS.....	G-MO-P-OL
Northwestern Univ Ctr for Public Safety.....	P-S-SC-OL
Police & Security News .....	P
Police Executive Research Forum.....	P-SC
Police Magazine.....	P
Police Marksman Magazine .....	P
Police Supervisors .....	SC
Posterity Enterprises .....	P-S
PowerPhone Inc.....	SC
Pro-Lok .....	M

Reliapon Police Products Inc.....	DS-M-P
Roxbury Publishing Co .....	P
SecureSearch Inc.....	D-EL-M
Security Mgt Magazine .....	P
Slide Lock Tool Co.....	D-DS-M-MO
Southern Police Equipment .....	DS-G-M-MO-OL
Stan Walters & Associates .....	SC
Wicklander-Zulawski & Assoc.....	S-SC

### K020 Courses/schools/seminars

Academy Scientific Investigative Trng.....	D-S-SC
AccuQuest Corp.....	M-S-SC
Action Target Inc.....	M
<b>Administrative Officers Mgt Program.....</b>	<b>S</b>
Aerko Intl.....	M
Airborne Law Enforcement Assn .....	F-SC
American Polygraph Assn .....	SC
AML/Money Laundering/Financial Inv Training .....	S-SC
<b>Andrew Harvey Seminars.....</b>	<b>SC</b>
APCO Intl	
Architects Design Group Inc .....	SC
Armor Training Academy .....	S
Backup Training Corp, The	
Bellevue University.....	S
<b>Beretta USA Corp.....</b>	<b>M</b>
Bolz, FA Associates Inc	
Booth Research Group Inc.....	SC
California Training Inst.....	S
Certified in Homeland Security.....	P-S
ClueFinders Inc.....	DS-M-MO-SC
CodeCenters Intl	
Columbia Southern University .....	S
<b>Concordia University St Paul .....</b>	<b>S</b>
<b>Control Screening LLC.....</b>	<b>M-SC-SR</b>
CPI/Crisis Prevention Inst.....	SC
CPS Human Resource Services .....	SC
<b>Dektor Corp.....</b>	<b>D-DS-EL-M-S</b>

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Eagle Eye Enterprises.....	D-DS-SC
Excelsior College.....	S
Executive Protection Inst.....	S
Federal Law Enforcement Training Ctr.....	G
Forensic Technology Inc.....	DS-M-SC-SR
Franklin Covey Co.....	SC
<b>GEICO Direct.....</b>	<b>O</b>
<b>Global Fraud Solutions LLC.....</b>	<b>DS-M-P-SC</b>
Gould Publications Inc/Gould Law.....	
<b>Harley-Davidson Motor Co.....</b>	<b>M</b>
ICMA (Intl City/Cnty Mgmt Assn).....	G-MO-P-SC-OL
IES Interactive Training.....	D-DS-M-SC
<b>Intl Assn for Property &amp; Evidence.....</b>	<b>F-S-SC</b>
<b>Intl Assn of Chiefs of Police.....</b>	<b>P-SC</b>
<b>John E Reid &amp; Associates Inc.....</b>	<b>SC</b>
<b>John Jay College.....</b>	<b>S</b>
Jones and Bartlett Publishers.....	P
Kickstop Restraint Co Inc.....	M
LC Technology Intl.....	M
LSI.....	S
Marc Garfinkle Seminars.....	
Marlowe Productions.....	D-DS-P-SC-SR
Merlin Information Services.....	DS-M-P-SC-OL
Natl Crime Prevention Inst.....	S-SC
<b>Natl Terrorism Preparedness Inst.....</b>	<b>S</b>
<b>Natl Trng Ctr of Polygraph Science.....</b>	<b>D-DS-EI-P-S-SC</b>
Northwestern Univ Ctr for Public Safety.....	P-S-SC-OL
Norwich University.....	S
<b>Nova Southeastern University.....</b>	<b>S</b>
Operation Lifesaver Inc.....	SC
Police Executive Research Forum.....	P-SC
Police Foundation.....	
Police Supervisors.....	SC
Posterity Enterprises.....	P-S
PowerPhone Inc.....	SC
<b>Priority Dispatch.....</b>	<b>M-S-SC</b>
Protective Safety Systems Inc.....	DS-S-SC
Radar Certification, Emergent.....	D-S-SC-OL
<b>Redman Training Gear.....</b>	<b>DS-M-SR</b>
Regional Info Sharing System.....	SC
Research Electronics Intl.....	M
RTEC Group, The.....	SC
Rudy Drexler's School for Dogs.....	S
SecureSearch Inc.....	D-EI-M
Sigarms Inc.....	
Simunition/SNC Technologies.....	
<b>Southern Police Inst.....</b>	<b>S-SC</b>
St Mary's College.....	S
Stan Walters & Associates.....	SC
UMassOnline.....	S-OL
Violence Free.....	S-SC
Wicklander-Zulawski & Assoc.....	S-SC

## K030 Defensive tactics training

Advanced Interactive Systems.....	DS-M
California Training Inst.....	S
Flatter & Associates Inc.....	SC
Heckler & Koch Defense.....	M
Kickstop Restraint Co Inc.....	M
Posterity Enterprises.....	P-S
PROTECH.....	M
<b>Redman Training Gear.....</b>	<b>DS-M-SR</b>
Reliapon Police Products Inc.....	DS-M-P
<b>Tactical Design Labs.....</b>	

## K035 Devices/aids, training

<b>21st Century Robotics Inc.....</b>	<b>M</b>
Advanced Interactive Systems.....	DS-M
Airmunition North America Inc.....	D-DS-M
Backup Training Corp, The.....	
Combined Tactical Systems Inc.....	M
Command Board, The.....	

<b>Control Screening LLC.....</b>	<b>M-SC-SR</b>
Drunk Busters of America.....	D-DS-M-MO-OL
Dummies Unlimited Inc.....	M
FATS Inc.....	M
Fenrir Industries Inc.....	M
<b>LaserMax Inc.....</b>	<b>M</b>
Mancom Mfg Inc.....	M
PPCT Products LLC.....	M
Qualification Targets.....	D-M
<b>Redman Training Gear.....</b>	<b>DS-M-SR</b>
Ring's Mfg.....	M
Robot Factory Inc, The.....	M
SecureSearch Inc.....	D-EI-M
SmartDriver.....	DS-M-MO

## K040 Driver training

CPI/Crisis Prevention Inst.....	SC
Doron Precision Systems Inc.....	M
Drunk Busters of America.....	D-DS-M-MO-OL
FAAC Inc.....	M
<b>Harley-Davidson Motor Co.....</b>	<b>M</b>
Northwestern Univ Ctr for Public Safety.....	P-S-SC-OL
SmartDriver.....	DS-M-MO

## K050 Emergency medical devices training

Armstrong Medical Industries.....	D-DS
Emergency Film Group.....	DS-M-MO
Executive Protection Inst.....	S
Jones and Bartlett Publishers.....	P
<b>Priority Dispatch.....</b>	<b>M-S-SC</b>

## K060 Equipment, training

AccuQuest Corp.....	M-S-SC
ADOREMde.....	DS
Benchmade Knife Co.....	M
<b>Dektor Corp.....</b>	<b>D-DS-EI-M-S</b>
Dummies Unlimited Inc.....	M
FATS Inc.....	M
Geomet Technologies LLC.....	D-M-SC
Innovative Surveillance Technology Inc.....	M-S
<b>LaserMax Inc.....</b>	<b>M</b>
PACA Body Armor.....	D-DS-G-M-SR
Polaroid Corp.....	M
PPCT Products LLC.....	M
Qualification Targets.....	D-M
Ring's Mfg.....	M
Sciax.....	
Sensors & Software Inc.....	M
<b>Under Armour.....</b>	<b>M</b>

## K070 Films/slides/videos

Academy Scientific Investigative Trng.....	D-S-SC
Backup Training Corp, The.....	
<b>cMedia.....</b>	<b>D-DS-M-SC</b>
Drunk Busters of America.....	D-DS-M-MO-OL
Emergency Film Group.....	DS-M-MO
Fatal Vision by Innocorp Ltd.....	M-MO
FATS Inc.....	M
IES Interactive Training.....	D-DS-M-SC
<b>John E Reid &amp; Associates Inc.....</b>	<b>SC</b>
Jones and Bartlett Publishers.....	P
<b>Natl Law Enforcement Supply.....</b>	<b>DS-MO-SR</b>
<b>Natl Terrorism Preparedness Inst.....</b>	<b>S</b>
SecureSearch Inc.....	D-EI-M

## K080 Firearms training

Action Target Inc.....	M
Advanced Interactive Systems.....	DS-M
Airmunition North America Inc.....	D-DS-M
Caswell Intl Corp.....	M
<b>cMedia.....</b>	<b>D-DS-M-SC</b>
Crest Ultrasonics/PPCorp.....	DS
Delta Frangible Ammunition.....	M
Executive Protection Inst.....	S
FATS Inc.....	M
Forensic Technology Inc.....	DS-M-SC-SR
Heckler & Koch Defense.....	M
IES Interactive Training.....	D-DS-M-SC
<b>Intl Assn of Chiefs of Police.....</b>	<b>P-SC</b>
Laser Devices Inc.....	M
Porta Target Inc.....	M
Protective Safety Systems Inc.....	DS-S-SC
Qualification Targets.....	D-M
<b>Redman Training Gear.....</b>	<b>DS-M-SR</b>
Ring's Mfg.....	M
Sigarms Inc.....	
Simunition/SNC Technologies.....	
Smith & Wesson.....	M

## K090 Interrogation/investigation training

Academy Scientific Investigative Trng.....	D-S-SC
CodeCenters Intl.....	
CRC Press, Taylor & Francis Group.....	P
<b>Dektor Corp.....</b>	<b>D-DS-EI-M-S</b>
EFTT for Windows/Aspley LTD.....	
<b>Global Fraud Solutions LLC.....</b>	<b>DS-M-P-SC</b>
<b>Intl Assn of Chiefs of Police.....</b>	<b>P-SC</b>
Investigation Training Inst.....	SC
<b>John E Reid &amp; Associates Inc.....</b>	<b>SC</b>
<b>Liebert, Cassidy, Whitmore.....</b>	<b>SC</b>
LSI.....	S
<b>Natl Trng Ctr of Polygraph Science.....</b>	<b>D-DS-EI-P-S-SC</b>
Northwestern Univ Ctr for Public Safety.....	P-S-SC-OL
Stan Walters & Associates.....	SC
Wicklander-Zulawski & Assoc.....	S-SC

## K100 Legal training

<b>Administrative Officers Mgt Program.....</b>	<b>S</b>
CRC Press, Taylor & Francis Group.....	P
Gould Publications Inc/Gould Law.....	
<b>Inst for Law Enforcement Admin.....</b>	<b>F-S-SC</b>
Marc Garfinkle Seminars.....	
Police Supervisors.....	SC

## K110 Management training

<b>Administrative Officers Mgt Program.....</b>	<b>S</b>
ADOREMde.....	DS
Airborne Law Enforcement Assn.....	F-SC
<b>Andrew Harvey Seminars.....</b>	<b>SC</b>
Bellevue University.....	S
B-PAD Group Inc, The.....	P
<b>CALEA.....</b>	<b>SC</b>
California Training Inst.....	S
Certified in Homeland Security.....	P-S
CodeCenters Intl.....	
Columbia Southern University.....	S
CPI/Crisis Prevention Inst.....	SC
Excelsior College.....	S
<b>GEICO Direct.....</b>	<b>O</b>
<b>IACPNet.....</b>	<b>OL</b>
ICMA (Intl City/Cnty Mgmt Assn).....	G-MO-P-SC-OL
Innovations Group.....	SC





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Advanced Management College	May 6-7
Police Media Relations (Albany, NY)	May 10-12
Teaching Diversity: Train-the-Trainer	May 10-14
Ethics Train-the-Trainer (Albany, NY)	May 17-21
A Practical Guide to Litigation-Free Management	May 25-26
School of Police Supervision	June 2-29
Internal Affairs, Professional Standards and Ethics (Albany, NY)	June 14-18
Ethics Train-the-Trainer	Sept 13-17
Police Media Relations	Sept 20-22
Administration and Management of Training	Sept 27-Oct 1
School of Police Supervision	Oct 4-29
Ethics Conference	Oct 20-22
Police Executive Development	Nov 1-5
Internal Affairs, Professional Standards and Ethics	Nov 8-12
Teaching Diversity: Train-the-Trainer	Nov 15-19
Ethics Train-the-Trainer	Dec 6-10

All courses will be held at the ILEA headquarters in Plano, TX unless noted otherwise.



For further information, please contact:  
DR. GARY W. SYKES, DIRECTOR

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<b>Intl Assn for Property &amp; Evidence</b> .....	<b>F-S-SC</b>
<b>Intl Assn of Chiefs of Police</b> .....	<b>P-SC</b>
<b>LEAC Inc</b> .....	<b>SC</b>
<b>Liebert, Cassidy, Whitmore</b> .....	<b>SC</b>
Northwestern Univ Ctr for Public Safety.....	P-S-SC-OL
Norwich University.....	S
Police Foundation	
Police Supervisors.....	SC
RTEC Group, The.....	SC
UMassOnline.....	S-OL
Violence Free .....	S-SC

## K115 Polygraph training

Academy Scientific Investigative Trng.....	D-S-SC
American Polygraph Assn .....	SC
Lafayette Instrument Co.....	DS-EI-M-SC-SR
LSI .....	S
<b>Natl Trng Ctr of Polygraph Science</b> .....	<b>D-DS-EI-P-S-SC</b>
Stan Walters & Associates .....	SC

## K120 Rescue training

Airborne Law Enforcement Assn.....	F-SC
Aqua Lung/US Divers.....	M
CRC Press, Taylor & Francis Group .....	P
Dummies Unlimited Inc .....	M
Emergency Film Group.....	DS-M-MO
Shoreline Associates Inc.....	DS-EI-MO-OL
Simulaids Inc .....	M

## K130 Tactical training

Advanced Interactive Systems.....	DS-M
Airborne Law Enforcement Assn.....	F-SC
California Training Inst .....	S
Command Board, The	
Diamondback Tactical.....	MO-OL
Fenrir Industries Inc .....	M
Go Rhino! Products Public Safety.....	M
Heckler & Koch Defense.....	M
IES Interactive Training .....	D-DS-M-SC
<b>Instant Armor Inc</b> .....	<b>M</b>
<b>Intl Assn of Chiefs of Police</b> .....	<b>P-SC</b>
<b>ITT Industries Night Vision</b> .....	<b>M</b>
Lantern Books .....	P
PACA Body Armor .....	D-DS-G-M-SR
Posterity Enterprises .....	P-S
Protective Safety Systems Inc .....	DS-S-SC
Qualification Targets .....	D-M
<b>Redman Training Gear</b> .....	<b>DS-M-SR</b>
Ring's Mfg.....	M
Rite in the Rain Paper.....	M
Royal Arms Intl .....	M
Sciax	
Simunition/SNC Technologies	
SinterFire Inc.....	EI-G-M
<b>Tactical Design Labs</b>	

# TRANSPORTATION

## L010 Aircraft/accessories/parts

<b>AEDEC Intl Inc</b> .....	<b>DS-M</b>
Broadcast Microwave Services .....	M

Goodrich Corp.....	M
Green Brothers Aviation .....	M
Honeywell Aerospace .....	M
Lind Electronics Inc .....	M
Robinson Helicopter Co Inc .....	M
Schweizer Aircraft Corp.....	M

## L015 Alarms

<b>GEICO Direct</b> .....	<b>O</b>
---------------------------	----------

## L020 Batteries/auto parts

InterMotive Products	
MacNeil Automotive Products Ltd.....	M
<b>Sam Pack's Five/Star Ford</b> .....	<b>D-DS-SR</b>

## L030 Bicycles

Nightsun Performance Lighting .....	M
Patrol Bike Systems Inc .....	D-MO
Squad-Fitters Inc .....	DS-MO-OL
TurtleSkin Protective Apparel.....	M

## L050 Boats/accessories

<b>AEDEC Intl Inc</b> .....	<b>DS-M</b>
Boston Whaler Commercial & Govt .....	M
Graphic Imagination Inc	
Kawasaki Motors Corp USA.....	M
SeaArk Marine Inc .....	M

## L060 Command centers, mobile

308 Systems Inc.....	M-SC
Bickford Broadcast Vehicles .....	M
Dodgen Mobile Technologies .....	M
Featherlite.....	M
Featherlite Specialty Vehicles	
Innovative Surveillance Technology Inc.....	M-S
LDV Inc.....	M-O
Matthews Specialty Vehicles Inc .....	D-DS-M-SR
Mobile Concepts by Scotty .....	DS-EI-M
<b>Mohawk Ltd</b> .....	<b>DS-M</b>
OBS Inc.....	M
Odyssey Automotive Specialty .....	M
Pentax USA .....	M
<b>Sam Pack's Five/Star Ford</b> .....	<b>D-DS-SR</b>
Stewart Products Inc.....	M
Troy Products.....	M
TruckVault .....	M
Universal Specialty Vehicles.....	M
Winnebago Industries Inc .....	M
Woodwork Unlimited Inc .....	M

## L070 Consoles

Adamson Industries Corp.....	DS
Bickford Broadcast Vehicles .....	M
Cruisers.....	M
Jotto Desk .....	M
KEEPRS .....	D
Lund Industries Inc.....	DS-M
Stewart Products Inc.....	M
Troy Products.....	M

## L080 Decals

Fleet Safety Equipment Inc.....	DS
Grafix Shoppe .....	M
Graphic Designs Intl Inc.....	DS-G-M

Graphic Imagination Inc	
Hall Signs Inc.....	M
Reflexite Americas .....	M
Trademark Graphics.....	M
Valley Screen Process Co Inc.....	DS-M
Visual Image Systems .....	DS-M

## L090 Helicopters

24 Hour Flare Pop-Up Flash Cones.....	M
<b>AEDEC Intl Inc</b> .....	<b>DS-M</b>
Honeywell Aerospace .....	M
Robinson Helicopter Co Inc .....	M
Schweizer Aircraft Corp.....	M
Service Bureau, The.....	SC

## L100 Lights, mounted

Adamson Industries Corp.....	DS
Buell Air Horns.....	M
Federal Signal Corp .....	M
Golight Inc.....	M
<b>Harley-Davidson Motor Co</b> .....	<b>M</b>
Nightsun Performance Lighting .....	M
North American Signal Co .....	M
OSRAM Sylvania Inc .....	DS-M
Sound Off Inc.....	M
<b>Tele-Lite Inc</b> .....	<b>D-DS-M</b>
Unity Mfg Co .....	M
Veto Enterprises Inc.....	DS-MO
Warnock Fleet & Leasing.....	D-DS
Whelen Engineering Co Inc	
Will-Burt Co, The .....	M

## L110 Motorcycles/accessories

BMW Motorrad USA .....	M
Emergency Vehicles Intl.....	EI-M
Graphic Imagination Inc	
<b>Harley-Davidson Motor Co</b> .....	<b>M</b>
<b>Helmet House Inc</b> .....	<b>DS</b>
Kawasaki Motors Corp USA.....	M
North American Signal Co .....	M
PVP Communications Inc.....	OL
Sound Off Inc.....	M
Squad-Fitters Inc .....	DS-MO-OL
Stewart Products Inc.....	M
<b>Super Seer Corp</b> .....	<b>M</b>
Whelen Engineering Co Inc	

## L130 Mounting hardware

Jotto Desk .....	M
Lund Industries Inc.....	DS-M
Warnock Fleet & Leasing.....	D-DS
Whelen Engineering Co Inc	

## L140 Partitions/screens/shields

Adamson Industries Corp.....	DS
Cruisers.....	M
Fleet Safety Equipment Inc.....	DS
Pro-Gard Police Products .....	M
<b>Setina Mfg Co Inc</b> .....	<b>M</b>
Southern Police Equipment .....	DS-G-M-MO-OL
Troy Products.....	M
Tufloc.....	M
Winder Police Equipment Inc.....	D-DS

## L142 Push bumpers

Go Rhino! Products Public Safety.....	M
Pro-Gard Police Products .....	M
<b>Setina Mfg Co Inc</b> .....	<b>M</b>
Troy Products.....	M

## L150 Recording systems, audio/ video, in-car

A4S Technologies Inc.....	M
Alpha Controls Inc .....	M
Applied Integration Corp.....	M
Broadcast Microwave Services .....	M
CVDS Inc .....	M
<b>Decatur Electronics Inc</b> .....	<b>EI-M</b>
Digital Safety Technologies Inc.....	M
Fleet Safety Equipment Inc.....	DS
HGI Wireless Inc .....	
<b>ICOP Digital/McCoy's Law Line Inc</b> .....	<b>D-DS-M-SR</b>
<b>Intl Police Technologies</b> .....	<b>M</b>
Kustom Signals Inc.....	M-SR
<b>Martel Electronics Inc</b> .....	<b>D-DS-M</b>
Mobile Police Solutions .....	M
Mobile-Vision Inc.....	M
MPH Industries Inc .....	M
On Patrol Video Intl.....	M
Optical Surveillance Systems .....	D-DS-M-MO
Palomar Display Products Inc.....	M
Spectratek.....	M
Stalker Radar Lidar & Video.....	M

## L160 Seat organizers

D&K Mfg Co Inc.....	M
Pro-Gard Police Products .....	M
Raine Inc.....	M

## L161 Seats, specialty

<b>AEDEC Intl Inc</b> .....	<b>DS-M</b>
Cruisers.....	M
Graco Children's Products Inc.....	DS-EI-M-MO-SR-OL
Pro-Gard Police Products .....	M
Tufloc.....	M

## L170 Sirens

Adamson Industries Corp .....	DS
Buell Air Horns.....	M
Carson Mfg Co .....	M
Federal Signal Corp.....	M
Fleet Safety Equipment Inc.....	DS
Grothe Electronics Corp.....	M
<b>Harley-Davidson Motor Co</b> .....	<b>M</b>
Lund Industries Inc.....	DS-M
Nightsun Performance Lighting .....	M
North American Signal Co .....	M
Southern Public Safety Equip Co .....	D-DS-MO
Squad-Fitters Inc.....	DS-MO-OL
Whelen Engineering Co Inc .....	
Winder Police Equipment Inc.....	D-DS

## L180 Theft prevention devices

<b>GEICO Direct</b> .....	<b>O</b>
HGI Wireless Inc .....	
InterMotive Products .....	

## L190 Tires

<b>Sam Pack's Five/Star Ford</b> .....	<b>D-DS-SR</b>
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## L200 Trunk organizers

308 Systems Inc.....	M-SC
Command Board, The .....	
Cruisers.....	M
<b>Ford Motor Co</b> .....	<b>M</b>
MacNeil Automotive Products Ltd.....	M
Odyssey Automotive Specialty .....	M
<b>S4UV</b> .....	<b>M</b>
<b>Sam Pack's Five/Star Ford</b> .....	<b>D-DS-SR</b>
Troy Products.....	M
TruckVault .....	M
Woodwork Unlimited Inc.....	M

## L210 Vehicle accessories

<b>AEDEC Intl Inc</b> .....	<b>DS-M</b>
Big Sky Racks Inc .....	M
BMW Motorrad USA .....	M
Buell Air Horns.....	M
Datalux Corp.....	M-O
Eagleye Technologies Inc .....	M
Federal Signal Corp.....	M
Galls Inc.....	DS
Go Rhino! Products Public Safety.....	M
Golight Inc.....	M
Graco Children's Products Inc.....	DS-EI-M-MO-SR-OL
Graphic Imagination Inc .....	
<b>Harley-Davidson Motor Co</b> .....	<b>M</b>
Hiatt-Thompson Corp.....	M
InterMotive Products .....	
Jotto Desk .....	M
LDV Inc.....	M-O
Lind Electronics Inc .....	M
MacNeil Automotive Products Ltd.....	M
MNSTAR Enforcer Systems .....	DS-M
PMG Inc.....	M
<b>Sam Pack's Five/Star Ford</b> .....	<b>D-DS-SR</b>
<b>Setina Mfg Co Inc</b> .....	<b>M</b>
Seto Tech Div of Seto Holdings .....	
Sound Off Inc.....	M
TruckVault .....	M
Valley Screen Process Co Inc.....	DS-M
Veto Enterprises Inc.....	DS-MO
Visual Image Systems .....	DS-M
Warnock Fleet & Leasing.....	D-DS
Whelen Engineering Co Inc .....	

## L220 Vehicle modification/custom design

Adamson Industries Corp.....	DS
Bickford Broadcast Vehicles .....	M
BMW Motorrad USA .....	M
Dodgen Mobile Technologies .....	M
LDV Inc.....	M-O
Matthews Specialty Vehicles Inc.....	D-DS-M-SR
MNSTAR Enforcer Systems .....	DS-M
Odyssey Automotive Specialty .....	M
<b>Sam Pack's Five/Star Ford</b> .....	<b>D-DS-SR</b>
Universal Specialty Vehicles.....	M
Valley Screen Process Co Inc.....	DS-M
Warnock Fleet & Leasing.....	D-DS
Winder Police Equipment Inc.....	D-DS

## L225 Vehicle tracking systems

AES IntelliNet .....	M
CompassCom Inc.....	D-M-SC
Dataradio Corp.....	M
GeoSpatial Technologies Inc .....	M
Siemens ILG .....	M

SmartDriver .....	DS-M-MO
Teletouch .....	

## L230 Vehicles, armored

First Defense Intl Group.....	DS-EI-G-M-SC-OL
<b>Instant Armor Inc</b> .....	<b>M</b>
Protection Development Intl Corp.....	M
<b>Sam Pack's Five/Star Ford</b> .....	<b>D-DS-SR</b>
Teijin Twaron USA Inc.....	M

## L240 Vehicles, patrol

Buell Air Horns.....	M
Emergency Vehicles Intl.....	EI-M
<b>Ford Motor Co</b> .....	<b>M</b>
Kawasaki Motors Corp USA.....	M
MNSTAR Enforcer Systems .....	DS-M
<b>Pilatus Business Aircraft</b> .....	<b>M</b>
<b>Sam Pack's Five/Star Ford</b> .....	<b>D-DS-SR</b>
Schweizer Aircraft Corp.....	M
Veto Enterprises Inc.....	DS-MO
Warnock Fleet & Leasing.....	D-DS

## L250 Vehicles, prisoner transport

<b>AEDEC Intl Inc</b> .....	<b>DS-M</b>
Dodgen Mobile Technologies .....	M
Go Rhino! Products Public Safety.....	M
Havis Shields Equipment Corp .....	M
<b>Sam Pack's Five/Star Ford</b> .....	<b>D-DS-SR</b>

## L260 Vehicles, special purpose

Bickford Broadcast Vehicles .....	M
Caswell Intl Corp .....	M
Dodgen Mobile Technologies .....	M
Emergency Vehicles Intl.....	EI-M
Kawasaki Motors Corp USA.....	M
LDV Inc.....	M-O
Life Safety Systems Inc.....	D-DS-EI-M-SC
MacNeil Automotive Products Ltd.....	M
Matthews Specialty Vehicles Inc.....	D-DS-M-SR
Mobile Concepts by Scotty .....	DS-EI-M
OBS Inc.....	M
Odyssey Automotive Specialty .....	M
<b>Pilatus Business Aircraft</b> .....	<b>M</b>
Raytheon Infrared.....	SC
<b>Sam Pack's Five/Star Ford</b> .....	<b>D-DS-SR</b>
Schweizer Aircraft Corp.....	M
Universal Specialty Vehicles.....	M

## L270 Video Surveillance

A4S Technologies Inc.....	M
Alvarion .....	M
Applied Integration Corp .....	M
AutoVu Technologies Inc .....	
Broadcast Microwave Services .....	M
<b>cMedia</b> .....	<b>D-DS-M-SC</b>
Delta Digital Video.....	M
Eagleye Technologies Inc .....	M
<b>Gyrocam Systems LLC</b> .....	<b>DS-M</b>
LDV Inc.....	M-O
MPH Industries Inc.....	M
Odyssey Automotive Specialty .....	M
On Patrol Video Intl.....	M



# UNIFORMS

## M010 Apparel, fire retardant

Camelbak Products Inc .....	M
K9 Pro Wear .....	M-MO-OL
LaCrosse Footwear Inc.....	M
Mifflin Valley Reflective Apparel .....	DS-M
Neese Industries Inc.....	EI-M
Propper Intl Sales .....	
Riverside Mfg Co .....	DS-M-SR
Topps Safety Apparel Inc.....	M

## M020 Apparel, fluorescent/reflective

Camelbak Products Inc .....	M
Damascus Worldwide Inc.....	M
Elbeco Inc .....	M
Fechheimer Bros Co .....	DS-M
Gerber Outerwear .....	M
K9 Pro Wear .....	M-MO-OL
LaCrosse Footwear Inc.....	M
MDI Traffic Control Products.....	M
Mifflin Valley Reflective Apparel .....	DS-M
Milton's of New York Inc .....	M
Neely Mfg .....	EI-M
Neese Industries Inc.....	EI-M
PolyBrite Intl Inc.....	M
<b>Red the Uniform Tailor.....</b>	<b>D-DS-M</b>
Reflexite Americas .....	M
Spiewak .....	M
WL Gore & Associates Inc .....	M

## M030 Apparel, rainwear

Bell Star /Pacific Concepts Sales .....	D-DS
Fechheimer Bros Co .....	DS-M
Gerber Outerwear .....	M
<b>Helmet House Inc .....</b>	<b>DS</b>
LaCrosse Footwear Inc.....	M
Mifflin Valley Reflective Apparel .....	DS-M
Milton's of New York Inc .....	M
Neely Mfg .....	EI-M
Neese Industries Inc.....	EI-M
<b>Red the Uniform Tailor.....</b>	<b>D-DS-M</b>
Spiewak .....	M
WL Gore & Associates Inc .....	M

## M035 Apparel, undergarments

Fechheimer Bros Co .....	DS-M
Protective Products Intl.....	M
<b>Under Armour.....</b>	<b>M</b>

## M040 Emblems/insignia/nameplates

Awards & More.....	M
Bancroft Cap Co .....	M
Berben Insignia Co .....	D-MO-OL
<b>Blackinton VH &amp; Co Inc.....</b>	<b>M</b>
Brodsky's Uniforms & Equipment .....	D-DS-MO
Collinson Enterprises .....	M
Copshop.com .....	DS
CW Nielsen Mfg Corp.....	M
Eiseman-Ludmar Co Inc.....	M
Emblem Enterprises Inc.....	DS-MO
Entenmann-Rovin Co.....	M
<b>Glendale Industries .....</b>	<b>MO</b>
ISI Services Corp .....	D-DS-EI

Kentucky Uniforms Inc .....	DS
Lewis Uniform Co LLC.....	D
Recognition Services Inc.....	DS
<b>Red the Uniform Tailor.....</b>	<b>D-DS-M</b>
Reflexite Americas .....	M
Rite in the Rain Paper .....	M
Riverside Mfg Co .....	DS-M-SR
Roberts Co Inc .....	MO
Schweizer Emblem Co.....	M
Smith & Warren/Everson Ross .....	M
Stokes Intl .....	M
Symbolarts .....	
TBW Industries Inc .....	M

## M050 Footwear

Bates Uniform Footwear .....	M
Brodsky's Uniforms & Equipment .....	D-DS-MO
Central Police Supply .....	D-MO-OL
Danner Inc .....	M-MO-OL
<b>Haix North America Inc .....</b>	<b>DS-M</b>
Kentucky Uniforms Inc .....	DS
LaCrosse Footwear Inc.....	M
Mae Group Intl Inc .....	DS-EI
<b>Matterhorn &amp; Corcoran Footwear.....</b>	<b>EI-M-OL</b>
<b>Nail Law Enforcement Supply .....</b>	<b>DS-MO-SR</b>
Officers Only Inc.....	D-DS
Original SWAT Footwear.....	M
Quartermaster Uniforms & Equipment .....	D-DS-M-MO-OL
<b>Red the Uniform Tailor.....</b>	<b>D-DS-M</b>
Thorlo Inc.....	M
West Coast Shoe Co (WESCO) .....	M
WL Gore & Associates Inc .....	M

## M060 Gloves

ANI Safety & Supply Inc.....	DS
Associated Bag Co .....	DS-MO-OL
Damascus Worldwide Inc.....	M
Hatch Corp.....	M
<b>Helmet House Inc .....</b>	<b>DS</b>
Mae Group Intl Inc .....	DS-EI
Michaels of Oregon Co.....	M
Milton's of New York Inc .....	M
<b>Red the Uniform Tailor.....</b>	<b>D-DS-M</b>
TurtleSkin Protective Apparel.....	M
Vanson Leathers Inc.....	M
WL Gore & Associates Inc .....	M

## M070 Handbags/purses

D&K Mfg Co Inc.....	M
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## M080 Uniform accessories

5.11 Tactical Series .....	M
Aker Intl Inc.....	M
American Whistle Corp .....	M
Berben Insignia Co .....	D-MO-OL
Bianchi Intl .....	M
<b>Blackinton VH &amp; Co Inc.....</b>	<b>M</b>
Boston Leather Inc .....	M
Brodsky's Uniforms & Equipment .....	D-DS-MO
Camelbak Products Inc .....	M
Copshop.com .....	DS
Eiseman-Ludmar Co Inc.....	M
Galls Inc.....	DS
<b>Glendale Industries .....</b>	<b>MO</b>
Hiatt-Thompson Corp.....	M
Interstate Arms Corp .....	DS
K9 Pro Wear .....	M-MO-OL

Kentucky Uniforms Inc .....	DS
Kohaut & Co .....	M
Lewis Uniform Co LLC.....	D
Mag Instrument Inc .....	M
Martin's Uniforms .....	M
Mifflin Valley Reflective Apparel.....	DS-M
Neely Mfg .....	EI-M
Officers Only Inc.....	D-DS
Pacific Instruments.....	DS
Peerless Handcuff Co .....	M
Quartermaster Uniforms & Equipment .....	D-DS-M-MO-OL
Raine Inc.....	M
<b>Red the Uniform Tailor.....</b>	<b>D-DS-M</b>
Strong Leather Co.....	M
<b>Sun Badge Co .....</b>	<b>M</b>
TBW Industries Inc .....	M
Thorlo Inc .....	M

## M090 Uniform belts

A E Nelson Leather Co .....	D-DS-M
Aker Intl Inc .....	M
Bianchi Intl .....	M
Boston Leather Inc .....	M
Don Hume Leather Goods Inc .....	M
Elite Survival Systems .....	DS-EI-M
Gould & Goodrich Leather Inc .....	M
Michaels of Oregon Co.....	M
Milton's of New York Inc .....	M
Mixson Corp .....	M
Raine Inc.....	M
<b>Red the Uniform Tailor.....</b>	<b>D-DS-M</b>
Strong Leather Co.....	M

## M100 Uniform blazers


<b>Red the Uniform Tailor.....</b>	<b>D-DS-M</b>
Riverside Mfg Co .....	DS-M-SR
United Uniforms Mfg Inc .....	M

## M110 Uniform caps/hats

Bancroft Cap Co .....	M
D&K Mfg Co Inc.....	M
Emblem Enterprises Inc.....	DS-MO
<b>Red the Uniform Tailor.....</b>	<b>D-DS-M</b>
Stokes Intl .....	M

## M120 Uniform coats/jackets

Brodsky's Uniforms & Equipment .....	D-DS-MO
Elbeco Inc.....	M
Fechheimer Bros Co .....	DS-M
Gerber Outerwear .....	M
Kentucky Uniforms Inc .....	DS
LaCrosse Footwear Inc.....	M
Lewis Uniform Co LLC.....	D
Martin's Uniforms .....	M
Milton's of New York Inc .....	M
Patrol Bike Systems Inc .....	D-MO
Propper Intl Sales .....	
Quartermaster Uniforms & Equipment .....	D-DS-M-MO-OL
<b>Red the Uniform Tailor.....</b>	<b>D-DS-M</b>
Riverside Mfg Co .....	DS-M-SR
Spiewak .....	M
Taylor's Leatherwear .....	M
Topps Safety Apparel Inc.....	M
United Uniforms Mfg Inc .....	M
Vanson Leathers Inc.....	M



## The 2004 IACP/ITT Community Policing Awards CALL FOR ENTRIES



In its seventh year, the IACP/ITT Community Policing Awards competition honors those departments worldwide that have **prevented and decreased crime and terrorism** by forging partnerships with their communities. We invite you to share with us how your department has made progress through partnership, prevention and proactive policing.

Winners will receive a night vision unit and will be honored at the 2004 IACP Annual Conference. To enter online, please visit [www.nightvision.com](http://www.nightvision.com) or [www.theiacp.org](http://www.theiacp.org). For more information, call 1-800-448-8678.

ENTRIES MUST BE SUBMITTED  
BY JUNE 1, 2004

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**ITT Industries**  
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## M123 Uniform fabrics

Metcalf Brothers LLC .....M

## M130 Uniform pants/shirts/skirts

5.11 Tactical Series .....M  
Brodsky's Uniforms & Equipment .....D-DS-MO  
Elbeco Inc .....M  
Fechheimer Bros Co .....DS-M  
Galls Inc .....DS  
Kentucky Uniforms Inc .....DS  
Lewis Uniform Co LLC .....D  
Martin's Uniforms .....M  
Patrol Bike Systems Inc .....D-MO  
Propper Intl Sales  
Quartermaster Uniforms &  
Equipment .....D-DS-M-MO-OL  
**Red the Uniform Tailor**.....**D-DS-M**  
Riverside Mfg Co .....DS-M-SR  
Roberts Co Inc .....MO  
Topps Safety Apparel Inc .....M  
United Uniforms Mfg Inc .....M

## M140 Uniforms, custom design

Elbeco Inc .....M  
K9 Pro Wear .....M-MO-OL  
Martin's Uniforms .....M  
**Red the Uniform Tailor**.....**D-DS-M**  
United Uniforms Mfg Inc .....M  
Vanson Leathers Inc .....M

## M150 Uniforms, detainees/inmates

Topps Safety Apparel Inc .....M

## M160 Uniforms, riot/SWAT

Damascus Worldwide Inc .....M  
Elbeco Inc .....M  
Martin's Uniforms .....M  
**Matterhorn & Corcoran Footwear**.....**EI-M-OL**  
Med-Eng Systems Inc .....DS-M  
Propper Intl Sales  
Quartermaster Uniforms &  
Equipment .....D-DS-M-MO-OL  
Topps Safety Apparel Inc .....M  
United Uniforms Mfg Inc .....M

# WEAPONS

## N010 Ammunition, components/ reloaders

Airmunition North America Inc .....D-DS-M  
Sellier & Bellot USA Inc .....EI-M-OL  
SinterFire Inc .....EI-G-M  
TJ Conevera's Inc .....DS  
Winchester Ammunition .....M

## N020 Ammunition, sidearm/ shotgun/rifle

All State Police Equipment .....DS  
AmChar Wholesale Inc .....DS  
**Beretta USA Corp**.....**M**  
Delta Frangible Ammunition.....M  
Gulf States Distributors .....DS  
Intl Cartridge Corp .....M  
Markl Supply Co Inc .....DS  
Quick Arms & Supply Co .....DS  
Sellier & Bellot USA Inc .....EI-M-OL  
TJ Conevera's Inc .....DS  
Winchester Ammunition .....M

## N030 Holsters

A E Nelson Leather Co .....D-DS-M  
Aker Intl Inc .....M  
**Beretta USA Corp**.....**M**  
Bianchi Intl .....M  
Boston Leather Inc .....M  
Central Police Supply .....D-MO-OL  
Don Hume Leather Goods Inc .....M  
Elite Survival Systems .....DS-EI-M  
Fobus USA/First Samco .....M  
Gulf States Distributors .....DS  
Interstate Arms Corp .....DS  
Markl Supply Co Inc .....DS  
Michaels of Oregon Co .....M  
Mixson Corp .....M  
Raine Inc .....M  
Safariland® .....M  
Southern Public Safety Equip Co .....D-DS-MO  
Strong Leather Co .....M  
**Tactical Design Labs**

## N040 Knives

Benchmade Knife Co .....M  
**Beretta USA Corp**.....**M**  
Bestdefense.com LLC .....OL  
Boker USA Inc .....DS-EI-M  
Elite Survival Systems .....DS-EI-M  
**Northwest Territorial Mint**.....**M**  
Security Equipment Corp .....DS-EI-M  
Sigarms Inc  
SOG Specialty Knives & Tools .....DS-M

## N045 Scopes/sights

**Beretta USA Corp**.....**M**  
Brownells .....DS-M-MO-OL  
EOTech .....M  
**ITT Industries Night Vision**.....**M**  
Kimber Mfg Inc/Meprolight.....M  
**LaserMax Inc**.....**M**  
Leupold & Stevens Inc .....M  
Nightline Inc .....D  
Trijicon Inc .....M  
Truglo Inc .....M

## N050 Shooting ranges/equipment

Action Target Inc .....M  
Advanced Interactive Systems .....DS-M  
Advanced Training Systems Inc .....DS-M  
**Carey's Heating & Air Conditioning Inc**.....**M**  
Caswell Intl Corp .....M  
Crest Ultrasonics/PPCorp .....DS  
Delta Frangible Ammunition.....M

L&R Mfg Co .....M  
Law Enforcement Targets .....M  
Mancom Mfg Inc .....M  
Metalmasters Target Systems.....M  
Porta Target Inc .....M  
Qualification Targets .....D-M  
Rockwood Corp/Speedwell Div .....DS-M-MO  
Savage Range Systems Inc .....M  
Sellier & Bellot USA Inc .....EI-M-OL  
SinterFire Inc .....EI-G-M

## N051 Shooting ranges/protective equipment

Action Target Inc .....M  
Advanced Training Systems Inc .....DS-M  
**Carey's Heating & Air Conditioning Inc**.....**M**  
Caswell Intl Corp .....M  
Damascus Worldwide Inc .....M  
Law Enforcement Targets .....M  
Rockwood Corp/Speedwell Div .....DS-M-MO  
Savage Range Systems Inc .....M  
Silver Creek Industries .....M

## N070 Weapon accessories

A E Nelson Leather Co .....D-DS-M  
**Beretta USA Corp**.....**M**  
Bestdefense.com LLC .....OL  
Colt Defense .....M  
Delta Frangible Ammunition.....M  
FNH USA Inc .....M  
Fobus USA/First Samco .....M  
Gulf States Distributors .....DS  
Heckler & Koch Defense.....M  
Interstate Arms Corp .....DS  
Kimber Mfg Inc/Meprolight.....M  
L&R Mfg Co .....M  
Laser Devices Inc .....M  
**LaserMax Inc**.....**M**  
Leupold & Stevens Inc .....M  
Mil-Comm Products Co .....M  
Sentry Solutions Ltd .....M-MO-OL  
**Setina Mfg Co Inc**.....**M**  
Shot Lock Corp .....M  
Sigarms Inc  
SOG Specialty Knives & Tools .....DS-M  
Streamlight Inc .....M  
TACM III Inc .....DS-M  
Truglo Inc .....M

## N078 Weapon cleaning equipment

**Beretta USA Corp**.....**M**  
Brownells .....DS-M-MO-OL  
Crest Ultrasonics/PPCorp .....DS  
L&R Mfg Co .....M  
Law Enforcement Targets .....M  
Michaels of Oregon Co .....M  
Mil-Comm Products Co .....M  
Rockwood Corp/Speedwell Div .....DS-M-MO  
Sentry Solutions Ltd .....M-MO-OL

## N080 Weapon conversion components

**Beretta USA Corp**.....**M**  
Brownells .....DS-M-MO-OL  
Michaels of Oregon Co .....M  
Simunition/SNC Technologies



Pre-event recording  
Background recording  
Data security  
Tamper-proof video editing security  
Video transfer options  
Wireless data uploads  
Dual cameras  
Removable hard drive  
Five microphones  
Inside-the-car mount  
DVD broadcast quality video  
Keylocked steel vault  
CD-ROM, DVD or VHS transfers  
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## N090 Weapons, firearms

Airmunition North America Inc.....	D-DS-M
AmChar Wholesale Inc.....	DS
<b>Beretta USA Corp.....</b>	<b>M</b>
Colt Defense.....	M
Delta Frangible Ammunition.....	M
FNH USA Inc.....	M
Gulf States Distributors.....	DS
Heckler & Koch Defense.....	M
Interstate Arms Corp.....	DS
Kimber Mfg Inc/Meprolight.....	M
<b>LaserMax Inc.....</b>	<b>M</b>
Markl Supply Co Inc.....	DS
Mil-Comm Products Co.....	M
Para Ordnance Mfg Inc.....	M
Quick Arms & Supply Co.....	DS
Royal Arms Intl.....	M
Sigarms Inc.....	M
Smith & Wesson.....	M
Sturm Ruger & Co Inc.....	M
<b>Tactical Design Labs</b>	

## N100 Weapons, firearms repair/parts

<b>Beretta USA Corp.....</b>	<b>M</b>
Brownells.....	DS-M-MO-OL
Colt Defense.....	M
Mil-Comm Products Co.....	M

## N110 Weapons, grips

<b>Beretta USA Corp.....</b>	<b>M</b>
Bestdefense.com LLC.....	OL
Brownells.....	DS-M-MO-OL
Fobus USA/First Samco.....	M

## N120 Weapons, less-lethal

Aerko Intl.....	M
Airmunition North America Inc.....	D-DS-M
All State Police Equipment.....	DS
AmChar Wholesale Inc.....	DS
Armament Systems & Procedures.....	M
Combined Tactical Systems Inc.....	M
FNH USA Inc.....	M
<b>Law Enforcement Technologies.....</b>	<b>M</b>
<b>Redman Training Gear.....</b>	<b>DS-M-SR</b>
Reliapon Police Products Inc.....	DS-M-P
Security Equipment Corp.....	DS-EI-M
Simunition/SNC Technologies	
SOG Specialty Knives & Tools.....	DS-M
<b>TASER Intl Inc.....</b>	<b>EI-M</b>
ZARC Intl Inc	

## N130 Weapons, personal impact

Armament Systems & Procedures.....	M
ASP Inc.....	M
FNH USA Inc.....	M
Interstate Arms Corp.....	DS
SOG Specialty Knives & Tools.....	DS-M

## N135 Weapons, safety locks

<b>Beretta USA Corp.....</b>	<b>M</b>
Big Sky Racks Inc.....	M
Fenrir Industries Inc.....	M
Pro-Lok.....	M
<b>Setina Mfg Co Inc.....</b>	<b>M</b>
Shot Lock Corp.....	M
<b>Tactical Design Labs</b>	
Tufloc.....	M

## N140 Weapons, storage/security

American Locker Security Systems.....	M
Bell Star/Pacific Concepts Sales.....	D-DS
<b>Beretta USA Corp.....</b>	<b>M</b>
Big Sky Racks Inc.....	M
Cruisers.....	M
DSM Law Enforcement Products.....	M
Elite Survival Systems.....	DS-EI-M
Pro-Gard Police Products.....	M
<b>S4UV.....</b>	<b>M</b>
Safety Storage Inc.....	M
<b>Setina Mfg Co Inc.....</b>	<b>M</b>
Shot Lock Corp.....	M
Spacesaver Corp.....	M
Tiffin Metal Products	
TJ Conevera's Inc.....	DS
TruckVault.....	M
Tufloc.....	M



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IACP President Joseph M. Polisar

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2. Applications must be received at IACP Headquarters by the close of business August 15, 2004.
3. Renewing members do not qualify for this drive.
4. Prizes are non-transferable.
5. Winners of a free IACP Model Policy CD ROM will be able to make their choice at the conclusion of the drive.
6. The 111th Annual IACP Conference will be held in Los Angeles, California, USA November 13 - 17, 2004.
7. The Grand Prize will be awarded to the member who sponsors the most new members. In the event of a tie, a drawing will be held to determine the winner.
8. Members will be sent/notified of all prizes & incentives following the conclusion of the drive.
9. The first 500 members to sponsor a new member in the drive will receive official IACP Tool Kit.

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- Police chiefs of private colleges and universities who are qualified as law enforcement officers within their respective states/provinces.
- Officers who command a division, district or bureau within the department. Command must be specified on the application.
- Chief executive officers of railroad police systems and railway express company police systems.

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- Police officers employed by police agencies below the rank of lieutenant.
- Superintendents and other executive officers of prisons.
- Chief executives, departmental officers and technical assistants of city, county, state, provincial and national agencies with administrative or technical responsibility for police-related activities.
- Prosecuting attorneys, their deputies and deputy sheriffs.
- Professors and technical staffs of colleges and universities engaged in teaching or research in criminal law, police administration and other phases of criminal justice.
- Staffs of crime institutes, research bureaus, coordinating councils, law enforcement associations.
- Chief executive officers of industrial or commercial security police agencies and private police or detective agencies.

**For further information on membership benefits and eligibility, contact the IACP Member Services Department, at 1-800-THE IACP.**





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To assist the law enforcement executive with an understanding of the communications field, the following articles have been developed. The articles describe national advocacy for law enforcement communications needs, homeland security initiatives, a regional initiative, and then a local department's implementation of tactical system.



**Guest Editors:** Jennifer Hicks, Project Manager, Law Enforcement Information Technology Standards Council, International Association of Chiefs of Police; G. Matthew Snyder, Administrator, IACP Technology Center; and Harlin R. McEwen, Chair, IACP Communications and Technology Committee, Chief of Police (Retired), Ithaca, New York



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# The National Public Safety Telecommunications Council



**By John S. Powell, Sergeant (Retired), University of California Police Department, Berkeley, California, and Marilyn B. Ward, Manager, Orange County Public Safety Communications Division, and Chair, National Public Safety Telecommunications Council**

**T**elecommunications provides the vital link between the public and the first responder and between first responders and other responders. It is one of the most critical resources in today's

public safety mission. To ensure advocacy for public safety telecommunications in the United States, the National Public Safety Telecommunications Council (NPSTC) was formed in May 1997. NPSTC is a federation of 13 member organizations, each of which uses or supports public safety communications. NPSTC also includes five federal liaison organizations.

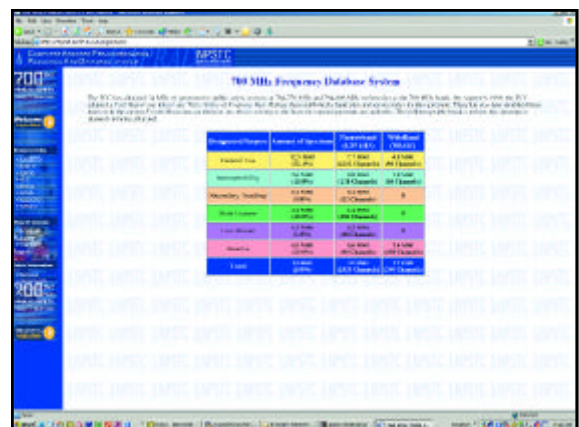
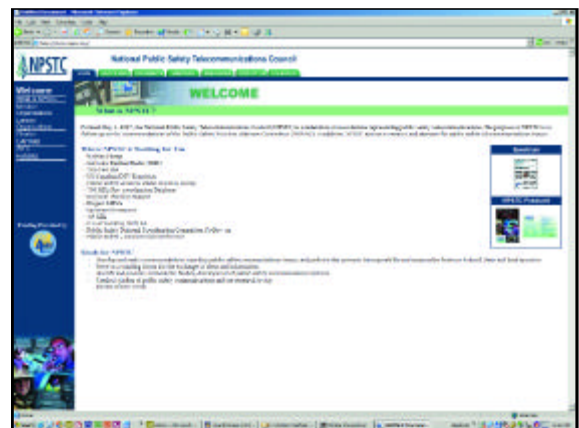
The mission of the NPSTC is to encourage and facilitate through a collective voice the implementation of Public Safety Wireless Advisory Committee and the 700-megahertz Public Safety National Coordination Committee recommendations.

### A Stormy History

The importance of NPSTC's emergence as the public safety community's voice and vision for the future becomes clearer after a quick review of the stormy history of public safety communications in the last decade and a half.

The recent history begins with the Public Safety Wireless Advisory Committee

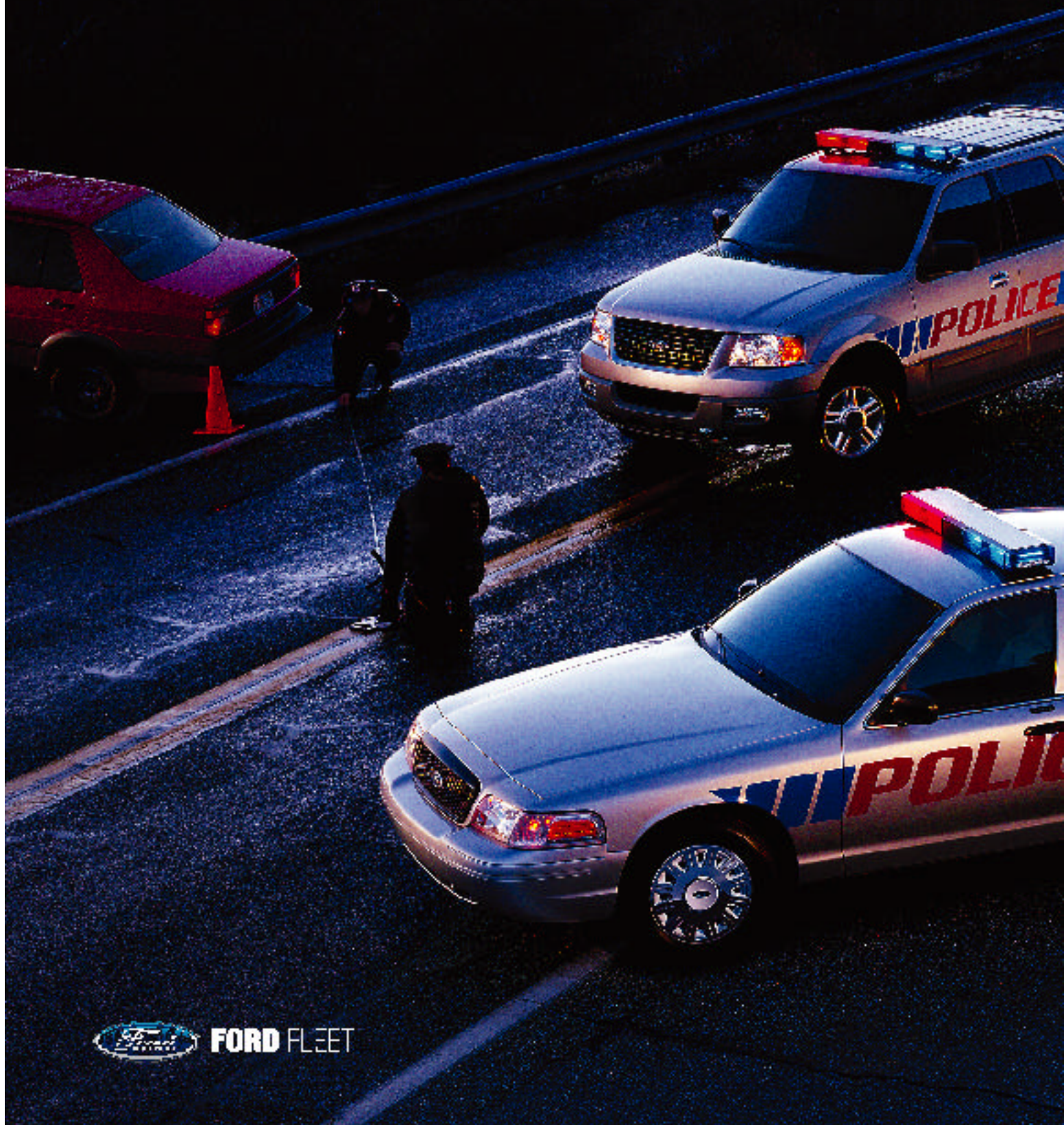
(PSWAC), a federal advisory committee organized pursuant to the Federal Advisory





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Committee Act (FACA) and jointly sponsored by the Federal Communications Commission (FCC) and the National Telecommunications and Information Administration (NTIA).<sup>1</sup> The PSWAC was chartered in 1994 as a result of significant pressure put on Congress by the International Association of Chiefs of Police, the Association of Public-Safety Communications Officials International, and the International Association of Fire Chiefs in response to critical spectrum shortages. The primary role of PSWAC was to identify the broad communications spectrum needs of public safety for local, state, and federal users through the year 2010. Hundreds of the best and brightest leaders and technologists from all corners of the public safety world participated. As a result, most of the PSWAC findings and recommendations are considered valid today and continue to serve as a valuable resource for future planning. The *PSWAC Final Report*, released in 1996, recommended an additional 97 megahertz of spectrum by 2010, including a critical need for 24 megahertz of spectrum within the first five years, of which at least three megahertz should be for interoperability. Ironically, on the fifth anniversary of that report not a single new channel of public safety spectrum was available nationwide for licensing. That anniversary date was September 11, 2001.

In a similar fashion, the National Coordination Committee (NCC) was a FACA-chartered committee sponsored by the FCC. Its role was to provide the FCC with interoperability, technology, and implementation recommendations for the 24 megahertz of spectrum in the 700-megahertz band reallocated by the FCC from broadcast television to public safety as part of a 1996 congressional directive. The FCC realized the importance of directly involving local and state public safety leaders in developing these important decisions. IACP members participated in public forums and on several NCC subcommittees. The NCC Steering Committee included representatives from such major public safety associations as IACP, from the federal government, and from industry. The NCC charter expired on July 25, 2003.

Although many recommendations had been made, with a number of associated regulations adopted by the FCC at the time of the NCC sunset, a significant number of items were and remain outstanding. With encouragement from the FCC, NPSTC agreed to assume the role of NCC follow-on, though not as a federally chartered committee. Currently, NPSTC is in the process of reorganizing its internal committees to better represent the interest areas that existed in both the PSWAC and NCC to better support this mission.

Beyond the many recommendations and reports developed by these two federal committees, perhaps their most important benefit to the public safety community was to provide a public stage for discussion of relevant public safety wireless telecommunications issues. Agency representatives, manufacturers, and the general public were all welcome to attend the open meetings and present their views on topics of interest. Meetings were held at different locations around the United States to promote this inclusiveness.

The National Public Safety Telecommunications Council emerged from these federal efforts. The NPSTC is managed by a governing board of representatives selected by the 13 public safety member organizations. It has four regional representatives from around the United States from the 700- and 800-megahertz regional planning committees and is supported by

a national support office (NSO) located at the National Law Enforcement and Corrections Technology Center for the Rocky Mountain region in Denver.

As a result of a recent reorganization, NPSTC is revising the format of its quarterly meetings to better provide this standing public forum for the exchange of ideas and information regarding public safety wireless telecommunications. In addition to this recent change, the roles of NPSTC, through funding by the National Institute of Justice's Agile Program, is being expanded in exploring the emerging public safety telecommunications issues and technologies, and developing recommendations to appropriate governmental bodies to support the broad goals of promoting public safety telecommunications worldwide. Also NPSTC has subcommittees for technology and interoperability, as well as a number of long-term working groups supporting such issues as 4.9-gigahertz broadband and software defined radio.

### ***NPSTC Member Organizations***

American Association of State Highway and Transportation Officials (AASHTO)  
 American Radio Relay League (ARRL)  
 American Red Cross (ARC)  
 Association of Public-Safety Communications Officials International (APCO International)  
 Forestry Conservation Communications Association (FCCA)  
 International Association of Chiefs of Police (IACP)  
 International Association of Emergency Managers (IAEM)  
 International Association of Fire Chiefs (IAFC)  
 International Association of Fish and Wildlife Agencies (IAFWA)  
 International Municipal Signal Association (IMSA)  
 National Association of State Emergency Medical Services Directors (NASEMSD)  
 National Association of State Foresters (NASF)  
 National Association of State Telecommunications Directors (NASTD)  
 NPSTC Liaison Organizations  
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 Federal Law Enforcement Wireless Users Group (FLEWUG)  
 U.S. Department of Agriculture (USDA)  
 U.S. Dept of Homeland Security Safecom Program (Safecom)  
 U.S. Department of Interior

### ***4.9-gigahertz Working Group***

The NPSTC 4.9-gigahertz Working Group was formed to address issues surrounding the 2002 allocation of 50 megahertz of new spectrum to public safety in the 4.9-gigahertz band to support the broadband<sup>2</sup> wireless needs of local and state public safety agencies, the largest single allocation of spectrum ever made to local and state public safety.

The primary purpose of the working group is to ensure that the public safety community is able to leverage the low cost off-the-shelf equipment available in the adjacent unlicensed band that is seeing increased use across much of the globe for wireless broadband hotspots (such as those at local coffee shops and in airports), as well as in businesses and private residences. Public safety agencies across the United States are already taking advantage of this technology in these same unlicensed bands, often with little added protection of critical and sensitive information and with no priority over any other user in this shared environment. NPSTC's task force is working diligently to identify and understand these current applications as well as potential future uses of this spectrum.

In support of interoperability and competitive procurement, the development of technical standards is currently under discussion with the Telecommunications Industry Association. At the same time, NPSTC is working with industry and standards organizations to ensure that products meet the added mobility and security requirements essential to properly support public safety applications.



## Project Mesa

NPSTC has taken an active role in an international activity known as Mobility for Emergency and Safety Applications, or Mesa. The Mesa mission is to identify standards and technologies for the emerging use of broadband technologies by the worldwide public protection and disaster response communities. Project Mesa is jointly sponsored by two standards definition organizations (SDOs), the European Telecommunications Standards Institute, which represents the countries of the European Union, and the Telecommunications Industry Association, which represents the United States. There are different classes of members, including agency membership for public safety agencies from both continents. Mesa currently includes members from all regions of the world, and SDOs from other parts of the world are considering joining this effort as sponsors. Its activities are clearly being driven by European and North American public safety users, with the important realization that the processes and procedures, as well as the technologies chosen to support them, are not all that different from one continent to the next. To the degree that these commonalities can be leveraged in the global marketplace, public safety will benefit from more equipment sources and increased competitiveness.

### **NPSTC Is . . . Volunteers and Leaders in Public Safety Communications**

- Working to ensure standards for new technologies
- Providing input and leadership to regulatory bodies
- Providing a forum for discussion and consensus
- Developing positions and input to areas impacting public safety communications
- Providing technical and operational expertise to decision makers regarding public safety communications
- Responding to Federal Communications Commission rule makings
- Providing technical and operational expertise from real first-responder perspective

## Wireless and Interoperability Statement of Requirements

Agile and Safecom<sup>3</sup> have, as one of their immediate and high priorities, the development of a statement of requirements (SOR) to define as completely as possible the overall wireless needs of the public safety community. This scenario-based document is blue-sky in nature, considering not only current requirements but also many future applications that are viewed as potential solutions for public safety. A gap analysis conducted as part of the SOR will mold future activities of these and other agencies. NPSTC members have been active participants in the development of this document and NPSTC will serve as the organization through which the final SOR is vetted prior to anticipated public distribution about the time this article is published.

## Regional Planning

NPSTC has taken a leading role with regard to regional planning for the new 700-megahertz public safety band. The National Support Office of the National Law Enforcement and Corrections Technology Center (NLECTC) has provided Agile funding for development of the computer-assisted precoordination and

## POLICE CHIEF

The Township of Ferguson, (pop. 14,500) a growing suburban community located in central Pennsylvania adjacent to The Pennsylvania State University seeks a Police Chief with significant police experience.

The successful candidate will be knowledgeable about modern police procedures, able to establish a rapport with police officers, be a strong creative leader who is able to work collaboratively with staff, elected officials and the community. The candidate should be a good communicator and listener, familiar with community policing and strong administrator. The Township has a Council-Manager form of government and the Police Chief reports directly to the Township Manager. The successful candidate will be responsible for and effectively manage 15 full time officers and additional civilian support personnel.

Applicants must possess a bachelor's degree from an accredited college or university in a field that demonstrates preparation for an executive role in police management. Consideration will be given to persons with a minimum of 10 years in law enforcement of which 5 are in a managerial or supervisory position. Applicants must be Pennsylvania Act 120 certified or obtain Act 120 certification within six months and possess or have the ability to readily obtain a valid Pennsylvania Motor Vehicle operator's license.

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Submit confidential resumes and application by May 28, 2004 to Township Manager, Ferguson Township 3147 Research Drive, State College, PA 16801. A detailed job description, community profile and application is available at [www.twp.ferguson.pa.us](http://www.twp.ferguson.pa.us).

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resource database (CAPRAD), a fully operational tool for regional planning. CAPRAD is capable of housing the details associated with the 700-megahertz planning process, from initial channel allocation through final FCC licensing for all frequencies in this new band. It also serves as a router for completed application approval to the four FCC-certified public safety frequency coordinators. In completing this database and performing a national frequency pre-allocation by dividing channels by county across the 50 states based upon population and other relevant characteristics, NPSTC was able to resolve one of the major complaints from earlier regional planning in the 800-megahertz band. CAPRAD is currently undergoing expansion to include similar features for state-by-state interoperability planning from each of the statewide interoperability executive committees (SIECs), as well as providing licensing and use coordination for the new 4.9-gigahertz band.

### Regulatory Activity

NPSTC has prepared a number of filings to the FCC on behalf of the public safety community, often in concert with other organizations, including those representing appointed and elected local,

NPSTC participation is open to any member of any public safety organization who wishes to participate in its activities. Although many of its activities are operational and technical in nature, some address critical administrative and management issues. Participation does not require attendance at its quarterly meetings, though such attendance is encouraged. Much of NPSTC's work is handled by conference calls and e-mail. View publications, a summary of current activities, and a schedule of meetings at [www.npstc.org](http://www.npstc.org).

county, and state government officials. Historically the first such filing by NPSTC was on Docket 96-86 concerning the initial rules for the 700-megahertz public safety band. This NPSTC filing was the largest and most detailed filing ever made to the FCC by the public safety community and laid the groundwork for many of the FCC's later decisions on the 700-megahertz band. Recently, NPSTC has provided input to the FCC on dockets relating to the narrowbanding of spectrum below 512

megahertz where most law enforcement agencies maintain their primary communications. NPSTC also has provided rules and technology recommendations for the 50 megahertz of new broadband spectrum recently allocated for local and state public safety use in the 4.9-gigahertz band.

### The Future: Software Defined Radio

Software defined radio (SDR) is important to law enforcement's communication future. Now local and state public safety first responder agencies are spread across 10 discrete land mobile radio frequency bands from 30 megahertz to 869 megahertz and employing a number of different air-interface protocols, bringing about the lack of interoperability. The lack of interoperability is the most significant problem cited in after-action reports from major public safety related incidents. SDR promises perhaps the best long-term interoperability solution, providing the field officer with a personal communication unit designed to allow the officer to communicate in real-time with anyone inside the limits established by agency managers. However, the technology still faces significant technical challenges as it grows from its infancy at the U.S. Depart-

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## Police Chief

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ment of Defense and commercial development enterprises.

Operational requirements highlighted by the horrific events of September 11 are driving agencies to demand dramatically improved interoperability between users. The solutions being implemented today, primarily cross-band links, are not spectrum efficient, nor do they provide needed coverage in many situations. Patch systems require one radio frequency path in each band for each conversation path to be linked, channels that must be taken from the available inventory of one of the participating agencies in each band. Coverage is limited to that area that is covered by the overlapping radio frequency footprint of all of the involved channels. Couple these limitations with the operational requirements to set up and monitor each of the patch links, along with the limitations of the patch technology itself (delays in channel keying, inability to detect busy talk groups on trunking systems, and the lack of support for end-to-end encryption) and the usability of these systems can quickly reduce their benefit to interoperability.

The real need for a public safety officer is to carry a communication unit that offers the ability to communicate with others in real time. That need must be supported radio-to-radio without the use of existing infrastructure for on-scene use at many incidents.

The future is software defined radio, offering the potential of providing a multi-band platform that supports a number of different public safety waveforms. A waveform is the software package that defines the air interface and protocols necessary to enable communications using a particular technology. Project 25 Phase I, M/A-COM EDACS, and Motorola SmartNet are examples of public safety waveforms that could be supported on an SDR platform. Equipping a field officer with a radio that supported the waveforms of agencies in that geographic area, along with a common national interoperability waveform, would provide that officer with direct interoperability without the need for enabling infrastructure. Additionally, SDR offers important other benefits to public safety. The ability to download software onto an existing platform allows for the addition of new features to existing waveforms and supports forward migration to new technologies with new waveforms.

SDR is not yet an on-the-street reality. In particular, the development of a public safety portable subscriber set is hindered by a number of technology requirements including battery capacity, antenna development and physical form factor. Overall product cost is also a concern. Finally, a major impediment to fielding a useful SDR product will be the licensing of intel-

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lectual property and patents. Each of the major public safety waveforms, with the exception of analog FM and Project 25 digital, will require negotiations with the manufacturers who own particular waveform patents, potentially introducing major delays in implementing SDR. However, SDR will be a reality in the next few years and it will be up to agency managers to determine its appropriate place within their community.

Today the NPSTC is working with the Software Defined Radio Forum to answer recent questions posed by the FCC in this exciting new area of technology, answers that will shape the future of spectrum allocations and spectrum sharing for both commercial and government users for the foreseeable future.

## Resources

The NPSTC National Support Office maintains a Web site at [www.npstc.org](http://www.npstc.org) that provides access to current reports and publications and links to other public safety sites. It serves as the entry point to the CAPRAD system. Many Agile publications can be downloaded from the site. The NSO also has copies of an Agile interoperability resource CD that includes most recent National Institute of Justice publications related to public safety wireless activities. Of particular importance to police chiefs and to midlevel managers who have wireless communications responsibilities is the recently revised publication *Understanding Wireless Communications in Public Safety*. Authored by knowledgeable practitioners, this book is one of today's most authoritative and unbiased texts providing a high-level view of the many wireless issues and technologies impacting today's public safety communications centers and field services. Included on the CD, this and other publications are available in printed form from the NSO by calling 800-416-8086.

<sup>1</sup>The National Telecommunications and Information Administration regulates spectrum used by the federal government.

<sup>2</sup>The term "broadband" generally describes the wireless transport of data at speeds of two megabits (250,000 characters) per second or more. For comparison, the typical telephone line modem today transmits data at 56,000 bits (7,000 characters) per second. Broadband wireless enables the real-time transport of photographs, videos, and large documents not possible across today's typical narrowband public safety radio systems.

<sup>3</sup>Agile and Safecom are two federally funded programs that are discussed in other articles in the communication series.



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### Wireless Public SAFETY Interoperable COMmunications

# Safecom



**By Harlin R. McEwen, Chief of Police (Retired), Ithaca, New York, and Chair, IACP Communications and Technology Committee**

*Ohio River, Indiana—As floodwaters from the Ohio River rose to record levels, the Department of Natural Resources, the Indiana National Guard, the State Emergency Management Agency, and the local law enforcement fought to protect the lives and property of people in dozens of southern Indiana communities, towns, and cities. According to the Indiana Department of Natural Resources, communication between the responding agencies was crucial to the rescue effort. However, the only interagency communications were public safety officials literally yelling to each other across the flooded river because their radio systems were incompatible.<sup>1</sup>*

**S**tories from across the country mirror the experience at the Ohio River. Consider the common situation and the risk a police officer faces when detaining a driver suspected to be a wanted felon, potentially armed and dangerous. Calling for backup on the radio the officer now realizes the stop has taken place in a dead spot where no communications is available—no help, no backup aware of the situation, and no chance for

support if the situation worsens, all because ability to communicate over the radio is lacking. In this situation, the officer needs nothing more than reliable mission-critical public safety communications and interoperability.

Inadequate and unreliable wireless communications problems have been plaguing public safety organizations for decades. As the law enforcement community is well aware, officers cannot perform their mission-critical duties when they lack interoperability. Police frequently are unable to share critical voice or data information by radio with each other, with surrounding jurisdictions, or with other public safety agencies. Whether in day-to-day operations or emergency response to large-scale incidents such as acts of terrorism and natural disasters, reliable mission-critical operable and interoperable communications are essential to protect the lives of officers and the public they serve.

According to a report done by the National Task Force on Interoperability, the public safety community has identified the following key issues that hamper public safety wireless communications today:

- Incompatible and aging communications equipment
- Limited and fragmented budget cycles and funding
- Limited and fragmented planning and coordination
- Limited and fragmented radio spectrum
- Limited equipment standards

In short, the nation is heavily invested in an existing infrastructure that is largely incompatible. Many federal programs have attempted to address these issues, and many public safety groups have actively

worked to do the same. However, these efforts at all levels of government and across various agencies were for the most part uncoordinated and hence not as productive as needed. Coordination of effort is needed.

#### **What Is Safecom?**

To address the need for a coordinated approach to public safety communications issues, the Office of Management and Budget established the Safecom as one of President Bush's 24 e-government initiatives.<sup>2</sup> The Safecom program resides in the Research and Development Operations section of the U.S. Department of Homeland Security's Science and Technology Directorate.

Safecom is a public safety practitioner-driven program, with support and management provided by the federal government. The customer base includes more than 44,000 local and state public safety agencies and organizations. Federal customers include more than 100 agencies engaged in public safety disciplines such as law enforcement, firefighting, and disaster recovery. To ensure that the program is in touch with the needs of public safety, associations such as the International Association of Chiefs of Police are actively involved in several facets of Safecom. The associations have direct input into Safecom's direction through their representation on the program's executive committee and advisory committee.

**Mission:** Safecom's mission is to serve as the umbrella program in the federal government to help local, tribal, state, and federal public safety agencies improve public safety response through more effective and efficient interoperable wire-



less communications. Communications interoperability is the ability of public safety agencies to talk across disciplines and jurisdictions via radio communications systems, exchanging voice or data or both with one another on demand, in real time, when needed and when authorized.

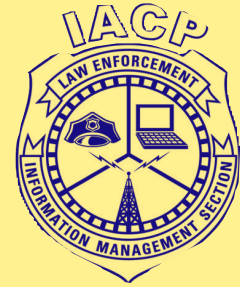
**The Federal Government's Role:** Although Safecom works closely with the state and local public safety community, the focus and sustaining leadership from the federal government is essential. The federal government needs to work as a full partner with state and local first responder agencies to help them achieve interoperability with each other and to help the federal government achieve interoperability with them. But leadership in Safecom must be a shared responsibility. Ninety percent of the nation's wireless infrastructure is owned by state and local agencies. Although the federal government has much to offer in technical assistance, funding, research, and development programs and projects, any federal initiative must first be a partnership with the representative leaders of the state and local public safety community.

As the umbrella program, Safecom is working in conjunction with other Federal initiatives, including the Department of Justice's Agile program at the National Institute of Justice. The Safecom and Agile leadership have committed to work together on a number of initiatives to significantly improve public safety communications interoperability. As part of the federal government's efforts to address public safety wireless communications interoperability in a more efficient way, the Public Safety Wireless Network Program (PSWN), has moved into Safecom and will no longer function as a separate program. Where appropriate, Safecom will continue initiatives begun under PSWN and also continue to bolster the partnerships created by the program.

### ***What Needs to Happen?***

As the example of the police officer in the communications dead spot illustrates, before interoperability can occur, reliable, mission-critical, agency-specific communications capable of meeting day-to-day operational needs is essential. Safecom recognizes that officers need to have this basic level of communications before planning the broader multijurisdictional and multidisciplinary interoperability necessary in such events as the Ohio River story. Accordingly, Safecom is addressing the intricately related issues of reliable day-to-day public safety communications as well as the more specialized issues related to communications interoperability.

Key issues were identified by members of the public safety communications community and developed into near-term and long-term initiatives and goals. The



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program has already realized progress in several of the initiatives.

### **Safecom's Near-Term Initiatives**

**Grant Guidance:** The program has developed and plans to fully integrate guidance across all federal government programs that provide funding assistance to state and local public safety agencies.

**Standards:** These standards will support a rational migration to national interoperability.

**National Handbook:** Safecom will coordinate the development of a guide for local public safety communications users to assist in the planning and implementation of interoperable communications systems including a repository of commonly accepted public safety terminology for use on interoperability communications channels.

**Interoperability Information Center:** In addition to a programmatic Web site, Safecom will create an interoperable information center for public safety users that will act as a one-stop shop for public safety agencies. It will contain best practices, guidance, and information about grants and other services as need.

**Demonstration Projects:** The solution to the public safety interoperability problem will be driven upward from the local level. As a result, Safecom will work to seed innovative solutions, technologies, and approaches around the country. The best of these projects will serve as models for other areas.

### **Safecom's Long-Term Goals**

**Provide Policy Recommendations:** Spectrum policy is an essential issue in the public safety communications arena. As a result, Safecom will play a key role in representing the views of local and state stakeholders on spectrum issues in the federal government by informing the Federal Communications Commission and other federal agencies of the impact of their policies on local and state public safety agencies. In addition, Safecom represents the voice of the state and local public safety community on the White House Spectrum Policy Initiative Task Force.

**Develop a Technical Foundation:** Safecom will work to develop the standards and define the requirements for interoperability that will guide industry as it develops solutions, and localities and states as they purchase such solutions. Safecom also will spur innovation by funding demonstration projects of new technologies and solutions.

**Coordinate Funding Assistance:** Safecom will help the federal government tie grant funding and direct funding for public safety communications to grant guidance. This guidance will include standards and requirements to ensure that

localities and states are purchasing interoperable solutions.

**Provide Technical Assistance:** Many localities and states will need technical assistance to achieve the goal of interoperability. Safecom will develop and promote best practices, provide handbooks and publications, and provide technical support in the implementation of communications systems for local and state agencies.

To date among the accomplishments of Safecom is the development of guidance for public safety interoperability equipment grants to local, tribal, and state organizations adopted by FEMA and the Office of Community Oriented Policing Services for their 2003 interoperable communications equipment funding programs. Also, the program has chartered and held the first meeting of the Federal Interagency Coordination Council, an interagency working group for federal programs and offices that support public safety communications issues by providing grants, technical assistance, standards development, and other types of resources. Agile and Safecom jointly developed the first draft of the statement of requirements for public safety interoperability for review by public safety representatives.

## Objectives for 2005

With further input from the public safety community, Safecom and Agile have outlined a shared vision of how the world of public safety communications and interoperability will look in the next 18 months, five years, and 20 years. In doing so, the programs have established concrete and tangible goals that can motivate progress and by which to measure success. In the next 18 to 24 months Safecom is set to do the following:

- Fully integrate grant guidance across federal grant programs with interoperable communications funding
- Develop and operate an interoperable communications center on the Web that will allow public safety users to identify the best solutions for their jurisdiction
- Develop and operate an interoperable communications grant clearinghouse on the Web
- Develop a common nomenclature for public safety communications
- Develop and promote technical assistance publications that include common interoperability terminology for public safety and further address communications-related issues to improve the use of incident command systems
- Develop fully interoperable demonstrations across the United States and create interoperability models from the successful demonstrations
- Continue to support the development of standards that will enable multi-

jurisdictional and multidisciplinary interoperability

- Identify innovative technologies to fund through demonstration projects
- Finalize the statement of requirements for public safety interoperability
- Create a baseline of communications interoperability for public safety
- Represent local and state public safety spectrum needs as a participant on the White House Spectrum Policy Initiative Task Force, which will make recommendations to the president of the United States

## Benefits from Safecom?

As a public safety practitioner-driven program, each of Safecom's efforts and initiatives is directed at benefiting law enforcement and the public safety community. One of the more obvious benefits for police chiefs is the creation of a one-stop shop for all public safety communication needs. This one-stop shop will provide a resource in the form of a Web portal where individual practitioners can access information and direction on technical assistance, grant guidance, and technical solutions. For public safety agencies lacking Internet access, Safecom will also provide outreach to practitioners through printed publications with the same information. Additionally, demonstration projects to evaluate existing and emerging technologies and methodologies will allow Safecom to create models for interoperable communications and provide funding, technical assistance and guidance to various regions around the country. Even the more policy-focused activities—such as developing standards, researching, developing, testing, and evaluating communications technologies; and the coordinating public safety communications federal funding and federal programs—ultimately serve the public safety community by ensuring the necessary resources and guidance are available for the achievement of communications interoperability.

## Helping Safecom Accomplish Its Mission

The participation and input from law enforcement and other public safety representatives are essential to the success of Safecom and communications interoperability for public safety. Things police chiefs can do to further the mission of communications interoperability include the following:

- Recognize the need for multijurisdictional and multidisciplinary interoperable communications and take active steps to achieve interoperability in the service region
- Keep Safecom informed of developing needs of the law enforcement community so that Safecom is better able to help meet them

- Use the resources Safecom provides to help achieve interoperability by providing success stories and making communications status known and available to other jurisdictions

- Use the Safecom grant guidance as requirements for system planning, procurement, improvement, and maintenance

<sup>1</sup>The National Task Force on Interoperability, *Why Can't We Talk? Working Together to Bridge the Communications Gap to Save Lives*

<sup>2</sup>See Executive Office of the President, Office of Management and Budget, *E-Government Strategy: Implementing the President's Management Agenda for E-Government* (Washington, D.C.: February 27, 2002): 30; [www.whitehouse.gov/omb/inforeg/egovstrategy.pdf](http://www.whitehouse.gov/omb/inforeg/egovstrategy.pdf). A passage from this document reads as follows:

*For public safety officials to be effective in their daily responsibilities, as well as before, during and after an emergency event, public safety agencies throughout all levels of government, i.e. federal, state and local, must be able to communicate with each other. This initiative would address the Nation's critical shortcomings in efforts by public safety agencies to achieve interoperability and eliminate redundant wireless communications infrastructures. At the same time, it would assist state and local interoperability and interoperability between federal public safety networks.*

**Value to Citizen:** Coordinated public safety/law enforcement communication will result in saved lives, as well as better-managed disaster response. Consolidated networks will yield cost savings through reduction in communication devices, management overhead of multiple networks, maintenance and training.

**Value to the Government:** Billions of dollars could be saved through a right-sized set of consolidated, interoperable federal networks, linked to state wireless networks, resulting in a reduction in communications infrastructure, overhead, maintenance and training.

These leading public safety organizations have issued a statement in support of the Safecom:

- International Association of Chiefs of Police (IACP)
- Major Cities Chiefs Association (MCC)
- National Sheriffs' Association (NSA)
- Major County Sheriffs' Association (MCSA)
- Association of Public-Safety Communications Officials-International (APCO)
- International Association of Fire Chiefs (IAFC)
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Police Psychological Services Section.....	(initial processing fee) \$10
(Must be licensed psychologist. Applications are reviewed and voted upon at the annual meeting. Upon admission to the section, \$25 annual dues will apply.)	
Public Information Officers Section .....	\$15
Public Transit Police Section .....	No charge
Railroad Police Section.....	No charge
Retired Chiefs of Police Section .....	No charge
State and Provincial Police Retired Officers Section .....	No charge
State and Provincial Police Academy Directors Section.....	No charge
State and Provincial Police Planning Officers Section.....	No charge
University/College Police Section .....	\$50

(\$15 for each additional member from same institution)

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IACP: Membership, P.O. Box 90976, Washington, DC 20090-0976

#### 3. Mail purchase order along with form to:

IACP: Membership, 515 N. Washington St., Alexandria, VA 22314-2357

### Drug Recognition Expert Section

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

### Indian Country Law Enforcement Section

Promotes the professional status of those engaged in providing police services to Indian Country.

### International Managers of Police Academy and College Training Section

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

### Law Enforcement Information Management Section

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

### Legal Officers Section

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

### Police Physicians Section

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

### Police Psychological Services Section

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

### Public Information Officers Section

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

### Public Transit Police Section

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

### Railroad Police Section

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

### Retired Chiefs of Police Section

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

### State and Provincial Police Academy Directors Section

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

### State and Provincial Police Planning Officers Section

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

### State and Provincial Police Retired Officers Section

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

### University/College Police Section

Provides coordinated assistance in implementing effective university policing practices and achieving an accepted professional status.

### Capital Wireless Integrated Network

# Expanding the Reach of Interoperable Data Communication



**By George Ake, Program Director, Capital Wireless Integrated Network, College Park, Maryland, and David J. Mulholland, CapWIN Technical Consultant, International Association of Chiefs of Police, Alexandria, Virginia**

In their day-to-day duties, law enforcement officers interact with a wide variety of partners. The typical duties of the law enforcement officer as a first responder require instant communication with fire, rescue, emergency medical services, transportation, hazardous materials specialists, public utilities, and other law enforcement agencies. Despite the significant advances of technology, most law en-

forcement officers must rely on either face-to-face communication or slow routing of information through third-party dispatchers to accomplish critical communication while responding to and handling significant incidents. In 1998 an event on the Woodrow Wilson Bridge in Washington, D.C., focused attention on the need for more streamlined and direct communication between agencies and disciplines. This incident served as a springboard for a solution called the Capital Wireless Integrated Network (CapWIN).

#### **Case Study**

Spanning the Potomac River and connecting the Maryland and Virginia portions of the Capital Beltway (Interstate 95), the Woodrow Wilson Bridge serves more than 190,000 vehicles each day and is one of the most heavily traveled bridges in the country. On November 4, 1998, a 32-year-old Virginia man, upset because of a domestic dispute, climbed onto the wall at the edge of the span and told construction workers below that he planned to jump. The bridge remained closed for more than five hours, causing immense traffic tie-ups while emergency responders tried to cajole the man, who ultimately jumped into the water, off the bridge. Much of the Capital Beltway was brought to a complete standstill during rush hour due to the confusion that ensued as emergency personnel from multiple jurisdictions responded to the incident.

Many of the traffic problems that day were compounded by the inability of multiple responding agencies and jurisdictions to effectively communicate with each other. Even though the Wilson Bridge is not directly connected to District of Columbia roadways, it is federally owned and considered part of the District of Columbia. The Potomac River, flowing below the bridge, falls under the jurisdiction of Maryland. As a further complication, routine response to incidents on the bridge may be performed by state-level agencies (the Virginia Department of Transportation and Virginia State Police on the northbound span, and the Maryland State Highway Administration and the Maryland State Police on the southbound span), county-level agencies (Prince George's County in Maryland and Fairfax County in Virginia), or by municipalities such as Alexandria, Virginia. In addition, the U.S. Park Police handle incidents on the Virginia side of the shoreline directly under the bridge and patrol the George Washington Memorial Parkway, the primary escape route off Interstate 95 just before the bridge.

In a later assessment of the critical issues that arose during this incident, Chief Charles Samarra of the Alexandria Police Department said, "[This incident] brought the region to a standstill; it was a transportation catastrophe." Part of the problem stemmed from the fact that emergency personnel on the scene had no way of communicating with each other by radio. Instead, officers sprinted back and

In order to transmit messages from a response unit in one agency to one in a different agency, responders must communicate with their respective communication centers and request that they phone their counterpart agency's communication center in order to have them relay a message to their respective unit on scene. This fragmented and indirect communication takes time and adds unnecessary delay in situations where every second counts.

Although this incident was similar to others that have occurred in the Washington region, it encouraged two agencies, the Maryland State Highway Administration and the Virginia Department of Transportation, to initiate planning and activities leading to the creation of CapWIN.

The CapWIN project partners, Virginia, Maryland, and the District of Columbia, share a mutual goal of developing an interoperable wireless data communications system for the region. CapWIN will be among the first multistate transportation and public safety integrated wireless data networks in the United States. It is designed to provide firefighters, police officers, transportation officials, and other authorized emergency personnel with wireless access to multiple government data sources during critical incidents. Improved access to information will provide essential tools to enable these first responders and public safety officials to make vital public safety-related decisions.

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The CapWIN team began the strategic planning stage by determining the general user-base requirements and learning what functionality was critical to the success of the project. The team enlisted the services of the University of Virginia and the International Association of Chiefs of Police (IACP) to determine which, if any, other organizations in the country were using wireless technologies to address similar needs and requirements. The IACP and University of Virginia also interviewed police, fire, and transportation first responders in Washington and developed a user need assessment focusing on primary and secondary needs for communication in a critical incident.

This initial effort focused on building the institutional infrastructure and providing a roadmap to the future, using the fundamental CapWIN philosophy of open architectural solutions, partnerships, and sharing vital resources. As a result of this initiative, which was completed in 2001, a preliminary CapWIN organizational struc-



### **Multistate Governance Structure**

An interstate compact met all of the CapWIN requirements for institutional stability, regional cooperation, funding potential, and technical integrity. Each of the three jurisdictions would have four voting members on the CapWIN Executive Leadership Group. The federal government would appoint two voting members from operational agencies and three members (with two votes) from the federal Department of Homeland Security, Department of Justice, and the Department of Transportation. Members of the executive leadership group (ELG) would select the chairperson from among that group. An executive user group made up of representatives of each participating agency or jurisdiction would support the 17-member ELG. To strengthen the agreement, the parties will seek congressional approval, although it is not required, for the CapWIN Interstate Compact.

The proposed structure emphasizes the importance of local jurisdiction participation in CapWIN's voting and deliberation structure. The governance option recommended has a strong and complete role for each and every local jurisdiction as well as the state and federal departments and agencies that are currently members of CapWIN. Each of the more than 40 participating jurisdictions has a seat in its respective caucus (Virginia, Maryland, the District of Columbia, and the federal government), where it will help select the ELG members who are the interstate compact commissioners. In the case of the federal government, its representatives may be appointed or elected by the user agencies. This governance structure allows for an executive level that can represent its constituency and ensures that every agency has a vote. In November 2003, the ad hoc executive group approved the recommendations for this governance structure.



The ELG represents the interstate compact partners and is the official voting bloc of the interstate compact. It approves policy and procedures, sets the priorities for the program, approves memoranda of understanding for all involved agencies, and approves all policies relating to financial requirements to operate the program including grants. It determines and implements the appropriate business strategies of CapWIN program including the management team, oversees the development and operations of the CapWIN network, and adopts uniform standards and technology to meet the present and future needs of the network. The ELG retains ultimate authority to set direction and policy for the CapWIN project.

## **Technology Overview**

As a potential national model for public safety and first responder information sharing, the CapWIN system is built on an open, scalable, and reliable Web-based architecture that has a minimal impact on existing systems and makes efficient use of limited wireless bandwidth and extensive use of technology standards. The solution is primarily based upon commercial off-the-shelf (COTS) products and provides enhanced data security.

To facilitate system expansion, development, and maintenance over the long term, the CapWIN system has been designed using a standards-based technology approach for communications, software, and interfaces to external databases and systems. A crucial feature of this standards-based technology is the ability of CapWIN to leverage the investments of agencies that already have significant investments in mobile data communication systems.

The primary components of the system include field hardware such as notebook computers and handheld devices; the CapWIN client software; and the backend system that ties the hardware, the software, and the external system interfaces together. Because the bulk of the software is located on servers, users need only a Web browser on their computers to access and use CapWIN. Since CapWIN uses proven Internet technologies, the solution has the advantage of benefiting from the tremendous investments in research and development in these technologies that private industry is making. The system will also be able to use new wireless technology as it is introduced and without the need to rework existing applications.

## **Implementation Progress Details**

Currently in phase 1 of the project, select agencies are now engaged in a robust

beta test of CapWIN. During this test, law enforcement officers will be able to query D.C. (WALES), Maryland (MILES), Virginia (VCIN), and federal (NCIC and NLETS) law enforcement information systems and databases. CapWIN users have incident management support, instant messaging, security, and automatic notification tools at their disposal. They also have the ability to locate first responders by location or discipline through use of a global directory. In the immediate future, email capabilities will be implemented and tested.

As part of phase 1, design work for the transportation and hazmat database is being completed. The transportation database functionality will allow users to view transportation pages where all event and road sensor information will be available. Users will be able to query traffic conditions at specific locations. Agency administrators will be able to select criteria to enable members of their agencies to receive an alert via a flashing icon and sound based on the severity of a traffic event or other factors.

For computers running CapWIN software that are connected by a network with sufficient bandwidth capabilities, users will be able to view streaming video

### **CapWIN 101**

- Interoperable standards-based mobile computer application
- Real-time data communication between individuals and groups
- Command and control of multijurisdictional, multidiscipline incidents
- First responder access to critical data sources (criminal, transportation, hazmat, and so on)
- Improved efficiency and safety of personnel during routine duties and critical incidents

### **CapWIN Lessons**

- Achieving interoperability requires vision, leadership, and a plan.
  - Inclusion of police, fire, EMS, and transportation expands a system's capabilities.
  - Open standards reduce costs associated with integration, access, and replication.
  - Success hinges more on personnel and perseverance than technology-related barriers.

from any Maryland, Virginia, or D.C. transportation agency system.

The current CapWIN design will also give users access to hazmat data sources. Law enforcement officers will have the access to instantly query the emergency response guide and truck and train carrier manifests. Law enforcement officers can then forward the results of these queries to Chemtrec (American Chemistry Council's hazmat emergency response service) and immediately open a chat session with a Chemtrec operator. Law enforcement officers will also be able to e-mail the results of the above queries to other agencies and disciplines responding to an incident.

Finally, phase 1 involves the development of a standards-based interface in order to integrate CapWIN into existing mobile data computer software systems. The CapWIN interface will most likely be based on a Web services model and will be based on the Global Justice XML data model version 3.0, IEEE 1512, and other widely accepted standards. Upon completion, the CapWIN interface will be published and available for other states, agencies, and projects to adopt or incorporate into future requests for proposals. CapWIN's first test and use of this interface will be to connect to the Alexandria City Police Department's existing mobile data system into CapWIN.

CapWIN has received approval from its executive board to explore and pursue funding for several additional tasks, including implementation of a fully functional backup facility in Northern Virginia, integration of other existing mobile data systems in the capital area, pilot the integration of voice-over IP into the Global directory to provide laptop-to-laptop voice communications, explore the integration of computer-aided dispatch (CAD) systems into the CapWIN framework, and integrate geographic information system (GIS) and mapping functionality to provide resource location information and real-time intelligence routing to CapWIN users.

## **The Future**

The CapWIN partnership will grow in the future. There is already interest in other areas of Virginia and Maryland to expand CapWIN. Partnerships with the U.S. Department of Homeland Security's Project Safecom and the National Institute of Justice's Project Agile will enable the entire country to benefit from CapWIN's lessons learned.

Meanwhile, first responders in the Washington area will soon have one more tool that will ensure a more efficient coordinated response to multiagency, multi-jurisdictional events and facilitate faster incident resolution.

# The Alexandria Police Department Tactical Computer System

**By Charles E. Samarra, Chief of Police, and James Craig, Sergeant, Tactical Computer Section, Alexandria, Virginia, Police Department**

**A** detective carries a case file to roll call and gives officers a brief description of a suspect. The detective pulls a photo from the file and holds it up for all the officers to see. After the information has been provided, the photo goes into the case file and back to detective's desk. How many officers will recognize the suspect from a brief glimpse or have the information readily available two weeks later?

There are limits to the amount of money that can be spent for copying and distributing photographs and information to police officers working various shifts. Once the information has been distributed, equal effort is required to update or cancel the lookouts. Many cases can fall through the cracks because of this burdensome process. Now there is a better way to distribute this kind of information directly to officers. The Alexandria Police Department's Tactical Computer System accomplishes this and other traditional law enforcement functions in a new digital format.

With its 135,000 residents and variety of residential and commercial spaces, Alexandria, Virginia, is one of the most densely populated cities in the United States. The Alexandria Police Department embraces a community policing philosophy, and its 300 sworn and 140 civilian employees are proud to provide efficient delivery of public safety services. Prior to implementing the wide range of tactical computing capabilities, the police department processed information and used radio communications much like most law enforcement agencies across the country. Reports were handwritten and manually processed by a records unit, and most verbal communication was made using a police radio. Although these systems were capable, department officials believed that communication could be improved. The department envisioned an electronic system to automate many of these traditional police processes. The evolution of the department's tactical computer system provided the solution to these issues, and introduced a host of new and improved operational, tactical, and administrative capabilities.

The police department uses cellular digital packet data (CDPD) and the tactical computer system combines laptop computers, software, and institutional practices that make it one of the best mobile computing systems in law enforcement today. Unlike most systems that offer traditional mission software, Alexandria's system gives officers access to a wide variety of software tools such as word processing, forms creation, customized database queries, intranet capabilities, and much more. In addition, the

computers function equally well inside or outside the patrol vehicle. Officers are no longer required to respond to the police station to complete their work because many functions historically requiring the officer's presence at the station can now be completed on the street.

### **Communications**

Throughout the 1990s, police radio frequencies in the city became increasingly busy with administrative messages. Not only was traditional reliance on radio communications becoming inefficient, it also threatened operations and officer safety. With the implementation of the tactical computer system, Alexandria's communications capabilities greatly improved. For example, every officer who stops a car can instantly know the status of the license plate and driver. Officers are also able to use data communications for routine administrative messages and to receive their call assignments. Radio frequencies are less busy and there is no longer a need to maintain separate administrative channels. Recently, software has been added that runs multiple queries from one entry and reads the information to the officer in a simulated voice. Instead of looking at the computer screen, officers can watch the road or suspects while listening to the return.

### **Report Writing**

Alexandria police officers used to write an average of 26,000 accident and incident reports by hand. Data entry was delayed from four to six months because

it took records personnel approximately 45 minutes to review and enter information from each report into the central database. None of the operational, tactical, or administrative information was immediately accessible to detectives or patrol officers.

Now wireless and completely automated, all reports are completed, reviewed, printed, and downloaded directly into the department's records management system. Incident reports are National Incident Based Reporting System (NIBRS) compliant and also contain all data elements necessary to satisfy Virginia reporting requirements. All reports are now entered within 24 hours, and a records clerk can process about 18 electronic reports in the same time it formerly took to process one handwritten report. Report information is immediately available to officers and detectives in the station and on the street.

### **Wireless Intranet**

One of the most useful tools in the system is a wireless intranet. Any type of information (text or photographs) can be sent to the entire mobile fleet instantly. The advanced technology of the tactical computer system allows officers to dispose of cumbersome binders full of general orders, lookouts, and state codes. Officers can now access all of these documents at the click of a mouse.

### **Institutionalization of System**

These accomplishments in communications, report writing, and intranet capabilities are tracked and charted, giving the agency an excellent tool for justifying the use of tax dollars to fund the high-end technology. For example, the Alexandria Police Department avoided having to hire the equivalent of five civilian and seven sworn positions through the use of the tactical computer system. The records staff has transitioned from data entry to data verification, and the increased speed and accuracy of data entry have resulted in cost savings on temporary workers and overtime. Finally, faster identification of and response to current crime trends occurs through tactical analysis and mapping.

What sets this system apart from others is that it has been institutionalized throughout the agency and that maintenance and development remain a priority. From commanders down to line officers there is a commitment to using technology to enhance police services. This innovation contributed to the tactical computer system being recognized as a finalist in the 2002 IACP/Motorola Webber Seavey Award competition and winning the 2003 Virginia

Municipal League Achievement Award for cities with populations of more than 90,000.

### **Development, Implementation, and Funding**

Many technology programs in law enforcement start out with high expectations only to deteriorate over time because of lack of funding, support, or interest. The success of Alexandria's computer system stems from the fact that each officer uses it every day. Commanders and administrative staff have provided equal support to ensure the system is funded, functional, and updated regularly.

This project evolved from concept to implementation incrementally over a 10-year period. This time was spent testing various hardware and software configurations, understanding the needs and concerns of officers and staying committed during periods of disappointment. Some of the technologies tested did not work as expected and others were used as stepping-stones towards developing the final product. Key components to implementation were testing, policy and staffing. Testing this system involved selecting a core group of officers from different assignments who tested the applications and provided valuable feedback. Hardware and software progressed with the implementation of Panasonic Toughbook computers and Sungard HTE law enforcement applications. Those who tested the original versions of the software eventually trained other officers. This approach allowed the most knowledgeable users to teach from experience. Three days are allocated for training to ensure that officers complete their work properly and gain the enhanced benefits that the system offers.

New policy was developed and implemented, and existing communications and report writing policies were revised to incorporate new procedures for mobile computer use. The new policies were flexible enough so that officers could take full advantage of the powerful tools the computers could offer, and also encouraged supervisors to advocate widespread use.

To give the project an opportunity for success, in 1999 a second full-time officer was assigned to the project. Existing civilian staff was designated to administer the department's information and computing infrastructures (RMS, CAD) that support mobile computing technology.

The police department has used federal COPS More and Homeland Security grants as well as asset forfeiture money to purchase most of the mobile computers. Each year the police department added as many computers to the department as funding would allow, with a goal to issue a computer to every officer on the force.



## **IACP's Drug Recognition Expert (DRE) Section**

### **10th Annual Training Conference on Drugs, Alcohol and Impaired Driving**

**June 7-9, 2004**

**Pointe South Mountain Resort  
Phoenix, AZ**

This unique training conference blends the talents of DUI enforcement officers and trainers, DREs, prosecutors, toxicologists, medical professionals, and highway safety advocates.

Some of the topics covered:

- **Non-Traditional Drugs**
- **Methamphetamine**
- **Utilizing DRE in Fatal Collisions**
- **The Role of the Task Force**
- **Prosecuting DWI Cases**
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- **Toxicology Issues and Updates**

**Early Registration ends April 9**

For a registration form or more information, contact Juanita Ward or Carolyn Cockroft at 1-800-THE-IACP.

More information and a complete agenda are available at [www.theiacp.org](http://www.theiacp.org) and [www.2004dreconference.az.gov](http://www.2004dreconference.az.gov).





## IACP Technology Clearinghouse

### Law Enforcement Technology Program Survey

Agency name: Alexandria Police Department  
Technology program name: Tactical computer system  
Contact: Jim Craige/Tim Kyburz  
Address: 2003 Mill Road, Alexandria, VA 22314  
Telephone: 703-519-3484  
Fax: 703-838-6345  
E-mail: james.craige@ci.alexandria.va.us/timothy.kyburz@ci.alexandria.va.us  
Web site: www.ci.alexandria.va.us  
Agency size: Total Sworn 300; Total Civilian 140  
Agency type: Municipal Police

**Technology program status:** Department-wide permanent program

**How is data transmitted from the field to the station?** Wireless, and disk

**How is data transmitted from the Station to State and Data Collection Authorities?** Wireless

**Funding:** Asset forfeiture and COPS More and other federal grants, and general city funds. A three-year replacement schedule, funded by city funds, is in place.

#### **Hardware manufacturers:**

- Laptop—Panasonic CF-27
- Modem—Internal CDPD Sierra Wireless
- Port replicator—Panasonic
- Mount hardware—Gamber-Johnson
- Electrical components—Lind, Chargeguard
- Desk port replicators—Panasonic

#### **Software manufacturers:**

- Operating system—Windows 98
- Field incident and accident reporting—HTE Policeworks
- Intranet, state, and NCIC access—HTE Mobile Data Browser
- Word processing, database, spreadsheet and presentations—Microsoft Office 2000
- Word processing—Corel WordPerfect 2000
- Form creator—Caere Omniform
- Integrated CAD/RMS—HTE

#### **Program narrative overview:**

The Alexandria Police Department Tactical Computer System encompasses a wide range of applications, including computer-aided dispatch (CAD) functions, incident report writing, accident report writing, and information sharing. Reports are transmitted to supervisors, approved, and sent to the records management system. Data and images are distributed to all mobile computers. Data includes daily crime bulletins, information and photographs of wanted or missing persons, stolen vehicle lists, and other information. The mobile computers also contain a complete set of police directives, which are updated wirelessly as needed.

#### **Additional Concerns:**

Training should not begin until software has been tested fully. Use the full potential that the hardware and software are capable of. Contact similar agencies that have technology that you are interested in, and learn from their experience.

The goal was achieved in October 2002. Although the initial purchase of hardware is a big step, it is vital that agencies plan for the replacement of existing hardware well in advance of its obsolescence. Annual operating costs also must be funded. One of the most important aspects of the continued success of the mobile computer system is establishing and maintaining a fully funded replacement cycle. In Alexandria, money is set aside each year to ensure that outdated and worn computers are replaced with the latest technology every three years. Each computer, including all software applications, costs approximately \$8,000. The annual operating cost per officer is approximately \$2,500. This includes funds for computer replacement, wireless service fees, and software maintenance fees.

### **Results and Lessons Learned**

Mobile computers have revolutionized the way information is disseminated and used in the department. This computerized system is providing the most efficient method of report writing and communication in the police department. Instant real-time data access has been incorporated in every division within the department. Information dissemination is no longer considered complete until it has been sent to the mobile computer network.

The system enhances community policing by allowing officers to learn more about the community they patrol with up to date bulletins on crime trends and citizen requests. Community events are advertised on the computers, resulting in greater outreach to individual neighborhoods by community officers. Information and photographs of missing and wanted persons are immediately transmitted to officers in the field. The system creates a direct avenue of communications between investigative and operational units that prior to the implementation had no direct interaction.

Realizing the benefits of the system, patrol, investigative, and supervisory personnel continue to provide favorable feedback with comments such as "There are no forms to carry"; "I got another stolen car last night"; "The daily information bulletin is read at roll call maybe once a week; I can download and read it every day right on my computer"; and "I can't do my job without it."

The tactical computer system was especially crucial to the Alexandria Police Department during the September 11, 2001, terrorist attack and the Washington sniper attacks in 2002. During both events, the department relied heavily on the system to distribute action plans, tactical maps, photographs, and other information. Both events tested the limits of

the department's staffing, response, and technical capabilities. When the volume of traffic jammed traditional systems such as phones and radios, the tactical computer system's data network remained a clear and reliable source of communications.

### **Keys to Success**

Although purchasing the best hardware and software is important, it is not enough. Departments interested in replicating the Alexandria model should consider dedicating qualified staff to the development and support of the system, ensuring that end users have a voice in the type and functionality of the equipment, and creating strong policies that encourage the use of the technology and innovative ideas. Strategic planning is also required to ensure that today's technology will work tomorrow and that funds will be available for replacement.

The Alexandria Police Department is proud of the capabilities and success of this system, and are pleased to help police departments across the country develop similar technology. The department believes this application of information technology demonstrates an effective use of resources in a digital age, when the police are asked to do more with less.

The Alexandria Police Department Tactical Computer System is featured on the IACP Technology Clearinghouse at [www.iacptechnology.org](http://www.iacptechnology.org). The specifications of hardware, software, and systems are listed, along with lessons learned. Contact Sergeant James Craige at 703-838-3858 or [james.craige@ci.alexandria.va.us](mailto:james.craige@ci.alexandria.va.us) for further information.

# 800MHZ PUBLIC SAFETY RADIO INTERFERENCE



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The Consensus Plan is a comprehensive solution for 800MHz public safety radio interference that proposes to realign the 800MHz spectrum to give public safety its own dedicated spectrum that separates it from the cellular type services that are causing the interference and without imposing costs on public safety agencies or state and local governments.

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Major Cities Chiefs Association (MCC)  
Association of Public-Safety Communications Officials-International (APCO)  
International Association of Fire Chiefs (IAFC)  
National Sheriffs' Association (NSA)  
Major County Sheriffs' Association (MCSA)  
National Public Safety Telecommunications Council (NPSTC)

FOR MORE INFORMATION AND TO SUPPORT THE CONSENSUS PLAN GO TO [WWW.CONSENSUSPLAN.ORG](http://WWW.CONSENSUSPLAN.ORG) OR CALL 1-800-582-1125.

# Forensic Investigation

## *It's Not Just for Big Cities*

**By Ralph A. Barfield, Detective Sergeant and Supervisor, Forensic Unit, Investigations Division, Charlottesville, Virginia, Police Department**

Many police executives operate under the misguided impression that because their agencies are smaller they lack the operational capacity to fully appreciate the benefits of DNA evidence recovery and forensic examination. These executives think forensic investigation is big-city detective work. But regardless of the limitations of an agency's human resources or the inaccessibility of funds to train and equip those resources with state-of-the-art equipment, any department can benefit from the power of forensic technology and the value it brings to law enforcement service delivery. Notwithstanding their size, law enforcement organizations must exploit the full potential of all the scientific technology available to them. The advancement of such technology, coupled with the power of DNA in the retrospective investigation of crime, has produced highly effective results for policing.

This article explains how Charlottesville, a central Virginia police department, leveraged its time, energy, and resources to develop a forensic program that has served to identify criminals and make a community safer. If it can happen in Charlottesville, it can happen in your town.

### **How to Succeed**

The recipe for success is one of people, systems, process, and vision. By understanding the value of science in helping to identify criminals and clear open cases, then everything else that is necessary falls in place. The future success of criminal investigations depends on it.

**The Manager:** One of the essential elements in creating an effective forensic unit is a police manager who has a basic appreciation for the value of both DNA and forensic science. Beyond a willingness to advance, these managers must be willing to lead their departments toward creating an atmosphere conducive to using new scientific technology. This includes identifying employees in the department who will be dedicated to providing the best possible forensic services to citizens and developing a training curriculum that properly educates each member of the department in the substance of forensic science and the techniques for crime scene processing and evidence recovery.

**Funding:** As is the case in any program implemented by a police department, identifying a funding source is second in importance only to the willingness to move forward. Identifying a funding stream can require creative thinking. It may include requesting supplemental appropriations to the department's budget, applying for state and federal grant funds, requesting funds from private donors and foundations, and creating a department foundation to raise money for forensic investigation and other important programs and initiatives.

Requests for supplemental appropriations are generally the more difficult of

choices, particularly during tough economic times. Nonetheless, compelling evidence exists that supports the proposition that departments can better serve their constituency after its members attain the knowledge, skills, and abilities to take advantage of the technological and scientific advancements associated with forensic investigations and evidence recovery.

**Long-Term Plans:** Capacity, operational need, and fiscal responsibility are fundamental issues to be considered when embarking on the creation of a forensic unit. Capacity, or having the appropriate staffing level, should never be a hindrance to a department's ability to move ahead with an operational plan that brings value to the department and the community. Nonetheless, department leadership may find it necessary to examine the current table of organization in an effort to determine if funds may be necessary to support the enhancement of human resources, to include equipping and maintaining those resources. A long-term plan that examines the necessary equipment and training is also critical in order to determine the funds that will be required for unit startup. A three- to five-year strategic plan with funding increases at each step would not be unusual.

### **Charlottesville Evidence Advisory Group**

Knowing the elements needed for success, in 1994 the Charlottesville Police Department formed an evidence advisory group that consisted of patrol officers, detectives, and sergeants. Over a period of approximately eight months the group



met and developed a strategy for creating a new unit. The group presented its recommendations to the chief, who endorsed the plan and ordered its implementation.

To implement the new unit the following were addressed:

- A new policy and procedure that governed the purpose and operational mandate of the unit
- A standard operating procedure for the unit and its processes, to include crime scene processing and analysis protocols
- Identification and selection of a first-line supervisor knowledgeable about forensic investigation
- Development of a training curriculum for forensic technicians
- Identification of a storage facility and development of policy, procedure, and protocols addressing such storage
- Coordination with the commonwealth attorney's office
- Coordination with management and support personnel in the department
- Development of equipment specifications, budget, and requisite purchasing procedures

The evidence advisory group's recommendations provided a blueprint for development of the forensic unit. Over a four-year period, from 1995 to 1999, the metamorphosis of an effective forensic unit began and it wasn't long before success was evident.

## ***Policy and Procedures***

The first step to program implementation was the reengineering of the department's policies and procedures related to evidence handling. Additionally, all evidence in storage was inventoried and sorted as follows:

- Evidence retained for pending cases
- Evidence stored in archives
- Items to be returned to owner
- Items to be sold at auction or destroyed

Once the proper policies and procedures were in place, greater attention was paid to the way officers were processing crime scenes. Initially, particular attention was given to the processing of crime scenes in burglary cases. With a focus on better documenting and securing items of evidentiary value, the following systems and processes were implemented:

- Documenting crime scenes with evidence case files that contain evidence recovery logs, sketches, body injury diagrams, weapon documentation, photographs, reports, and supplements
- Filing major cases in three-ring binders using section dividers and sheet protectors, a simple change that made files more available to the many officers, prosecutors, and defense attorneys who need to review the files prior to trial

- Reporting all recovered handguns to the Virginia State Police and the U.S. Bureau of Alcohol, Tobacco, Firearms, and Explosives

- Checking all weapons and expended shell casings through the National Integrated Ballistic Information Network (NIBIN)

- Checking all latent fingerprints, regardless of offense type, through the Virginia State Automated Fingerprint Identification System (AFIS), and checking major unsolved cases through IAFIS, the FBI's fingerprint identification system

- Submitting all cases involving potential DNA evidence to the Virginia State laboratory for analysis and checking the results of the analysis through the state's DNA databank

- Developing a regional agreement with the police chiefs, commonwealth attorneys, and judges to authorize the destruction of drug evidence in compliance with state statutes that authorized the procedures

- Inventorying all evidence quarterly, semiannually, and annually to ensure quality control

- Developing a major case forensic board as a quick reference tool for department employees

## ***Personnel***

Once the intricacies of identifying funds, drafting protocols, and the selecting unit leadership are accomplished, finding the right mix of policing experience is critical to successful implementation and long-term success.

Two full-time forensic detectives that answered to a remote supervisor had historically staffed the Charlottesville Police Department's forensic unit. Not only was this primitive scheme ineffective but it also diluted the importance of the forensic mission. The first step in the unit's evolution required that room be made for a full-time forensic supervisor. In addition, the department expanded the number of technicians and assigned a specific number of positions to patrol and investigations. It allotted the patrol division 10 part-time positions, three on days, four on evening, and three on midnight. It classified shift technicians as primary, secondary, and backups, and it allotted the investigations division three part-time positions.

All technicians were categorized based on their formal forensic training and experience as evidence technician I, evidence technician II, senior technician, forensic technician, and crime scene analyst. All technicians were issued utility uniforms, pagers, and cell phones and were available for voluntary callout.

Eventually, the department added a civilian clerical position to help handle

the increase in evidence, administrative paperwork, and data entry. The unit relied on college interns to assist with the daily administrative tasks. Such a system works to the benefit of both the interns and the unit. Interns handle the routine clerical tasks and in turn are exposed to all aspects of the unit's operation. In order to protect the integrity of both the process and the evidence, interns are not permitted physical contact with any item of evidence.

The department fingerprints all sworn and civilian members and sends their prints to the Virginia State Police headquarters for entry into the AFIS employee database.

## ***Training***

There is no aspect of a law enforcement organization that can afford to diminish the importance of training. Forensic science is, perhaps, one of the most sophisticated and complex areas in policing and is clearly an area in which formal training must be approached aggressively. When the message became clear that the Charlottesville Police Department was moving forward with a more defined mission in the area of forensic science and evidence recovery, finding a wide variety of training opportunities for technicians became a top priority. Unquestionably, there are costs associated with such a shift in priorities. Nonetheless, when balanced against the operational needs of the department and the strong desire to reach the cutting edge of this technology, such expenditures seemed more than prudent.

Notwithstanding the wealth of training opportunities outside the department, in-house forensic training was dramatically increased not only for evidence technicians but also for all other members of the police department. The decision to proceed in this fashion proved to be important and enhanced initial DNA identification.

In addition to training that is specific to job function, senior and forensic technicians are required to obtain instructor certifications to assist with the increased training demands. This diminished the need to seek some outside training opportunities.

In an effort to better educate our community about the department's new forensic unit and the value it brings to our department, senior and forensic technicians participate in public speaking engagements on forensic topics.

Technicians select forensic specialties and pursue higher levels of expertise in those fields. Furthermore, all technicians are capable of operating any and all unit equipment and computer programs. A system of gradual formal forensic schooling while continuing to process crime scenes has proven to be a much more ef-

fective method of preparing new evidence technicians for a career in crime scene investigation.

## **Facilities**

The evolution of a new unit had begun and the need for a larger and more advanced evidence storage room was evident. The new accommodations included a separate evidence vault for drugs, guns, and money. Although general access to such areas must be controlled to protect the integrity of the evidence and the department, evidence technicians have access to the main evidence room so that the evidence can be properly logged and processed for storage without the need to hire and train additional staff for that specific purpose. Some have access to the evidence vault itself, but only three have access to drugs and money. Determining who would have access to these areas and for what specific purpose is a critical piece of the policy and procedure dealing with the evidence storage area, particularly those areas where evidence pending trial, such as narcotics, weapons, and monies, are stored.

The newly designed evidence storage space included the following features:

- Separate intrusion alarms
- Additional lighting
- Video cameras providing 24 hours a day monitoring
- Organized storage bins and shelves
- An evidence refrigerator to preserve perishable evidence
- Drug and money vaults
- A separate and lockable cabinet for federal drug evidence
- New boxes for pre-burn and pre-melt drugs and guns and biohazard material
- A drying cabinet for wet or blood-stained items

The procedures and protocols for evidence packaging and storage require the input and support of every member of the department. To ensure their support, efficiency and convenience are critical. Evidence-packaging materials are stored in a central place in the police department for easier access. A newly organized and stocked evidence supply storage area allows for better inventory control and re-ordering. A temporary evidence locker system was instituted in several locations in the department with access to remove items limited to three designated personnel. The forensic office was relocated to an area adjacent to investigations. This proved to increase communication and effectiveness between evidence technicians and investigators. Due to the effectiveness of Virginia's forensic databanks such as DNA, AFIS, and NIBIN, the department was compelled to create yet another evi-

dence room solely for storing archived evidence.

## **Crime Scene Processing**

The success of any forensic unit is in large part due to the effectiveness of its crime lab technicians and the protocols that they follow. Acknowledging that most criminals leave behind traces of themselves at the scene of a crime, procedures were established to ensure that all crime scenes in the city were documented and processed for physical evidence. Notwithstanding the typically nonviolent nature of their commission, burglaries were given particular attention. Properly processing such scenes frequently provides information that assists in the identification of not only the person responsible for this crime but also the person responsible for other crimes, including violent ones.

The scenes of major crimes, such as homicides, shootings, and sexual assaults, require the expertise and experience of a trained graduate of the state's forensic science academy or a senior evidence technician. The processing of such scenes can go beyond the identification and recovery of evidence to require knowledge of blood splatter, trajectory, impression recovery, and a host of advanced forensic examination and evidence recovery techniques. In contrast, policies should permit, if not require, patrol officers to process the scenes of larcenies, vandalism, and minor burglaries. This allows for the initial training and introduction of basic evidence techniques and allows the department to process crime scenes and conduct preliminary investigations more efficiently.

Notwithstanding the complexity of a given scene, any seized evidence is properly documented, packaged, and stored as awaiting identification of a subject and a subsequent prosecution.

## **State Laboratory and Evidence Analysis**

Recognizing that officers were well on the way to developing skills in evidence recovery, the need to establish an excellent working relationship with the state laboratory examiners at the central laboratory and the chief medical examiner's office in Richmond, the state capital, seemed a prudent next step.

A part of developing this relationship was implementing a policy requiring that any and all evidence of probative value be submitted to the state lab for analysis. The examiners were contacted on a routine basis and cases were discussed freely and without reservation with the department's forensic staff and investigators. The requirements, suggestions, and recommen-

dations of the examiners were followed closely and given the greatest respect in the investigator's evaluation of a case.

## **Commonwealth Attorney's Office**

The successful prosecution of forensic cases requires the education of prosecutors about forensic technology because it is the attorneys who must present the evidence to the court. In the case of Charlottesville, the attorneys were hesitant at first, but as time went by their knowledge and confidence grew. Different types of forensic evidence cases were presented in court, involving latent print identification, automated fingerprint identification system, DNA, the DNA databank, ballistics, and the National Integrated Ballistic Identification Network, bloodstain interpretation, firearms, trace evidence, and toxicology. As the number of solved cold cases grew and many cases involving DNA evidence were successfully prosecuted, the attorneys became well versed in prosecution of cases involving all types of forensic evidence. Prosecutors used the new process to help obtain the convictions of two separate serial rapists.

## **Equipment**

All forensic unit equipment was inventoried, repaired or replaced. Additional 35mm and Polaroid camera sets were purchased to allow each technician to be issued their own equipment. This policy immediately resulted in more effective and efficient crime scene processing. An alternate light source was purchased to enhance evidence and crime scene processing for latent prints and biological materials. A van was set up as the unit's primary crime scene vehicle. The primary patrol crime scene vehicle was re-equipped with all necessary documentation and collection supplies and restricted to evidence technician operation.

The unit's evidence computer program, the Property and Evidence Tracking System (PETS), is continually upgraded and enhanced. All essential unit functions such as request for laboratory examination, court orders, 10-print fingerprint files, palmprint files, juvenile fingerprint files, and laboratory identifications and eliminations were computerized. Computerizing the laboratory request forms proved to be an enormous improvement over the handwritten or typed system previously utilized. All officers are required to complete routine lab request and are trained to use the computer system while going through the field training officer program. In addition, computer software programs for crime scene sketching and suspect composite sketching were purchased. A small electrostatic dust lifter was

purchased to encourage more frequent use. A video camera and a digital camera were purchased to better document major crime scenes.

All necessary equipment, such as a portable generator, portable lights, portable tents, privacy shields and sufficient hand tools, to process outdoor crime scenes was purchased. A new more effective metal detector was purchased to assist in locating metallic physical evidence at crime scenes was purchased.

### **Management Support**

It is important for police executives to understand that rebuilding and enhancement of the forensic unit would not have been accomplished without the continuing support of the police chief. The chief had to share the long-term vision of the process. It was critical that he made it clear to managers, supervisors, and officers his strong support for developing an effective forensic unit. The second issue was finding middle managers willing to learn about and have a working knowledge of crime scene processing, forensics, and the power of DNA evidence. The third issue was convincing the majority of first-line supervisors the importance of their support for the forensic program. This proved to be problematic initially, due to the large number of older sergeants not familiar with all the new forensic scientific technology. The management support must be an ongoing and continuous process.

### **Results**

In 1995 the unit began a concerted effort to record and track all forms of forensic identifications and eliminations. Although time consuming, this system has provided a unique tool to help determine the effectiveness of the unit. The unit went from 54 identifications or eliminations in 1995 to more than 250 in 2002. All the information is logged onto the unit's computer system and at a moment's notice reports can be generated on a multitude of data topics that show status and yearly comparisons.

Between January 1, 1990, and July 2003, the unit had 215 DNA identifications in 75 cases. During the same period, DNA eliminations were used 183 times in 34 cases. Learning how to fully use DNA elimination has proven to be an invaluable tool by focusing valuable investigative time, energy, and resources.

In 1998 the unit had its first lip-print identification. By 1999 the unit had established its reputation through effectiveness with routine and major case crime scene processing. The unit had been using bloodstain interpretation (blood spatter)

for several years in numerous cases and it proved to be valuable evidence at trial.

In the summer of 1999 the forensic unit was confronted with two simultaneous major investigations. The first, the Spinner homicide, relied exclusively on DNA evidence for identification of the victim, whose remains were merely a skeleton. The unit also enlisted the help of researchers from a nearby university in an attempt to perform botanical DNA identifications on a leaf found in the trunk of the victim's car and on bushes found at the gravesite.

The second case, a burglary-rape-robbery, yielded the department's first DNA databank hit in October of 1999. The DNA databank was absolutely essential in solving this case. A latent fingerprint recovered from the scene failed to hit in the Virginia Automated Fingerprint Identification System but was later identified with the suspect through a DNA match.

In 2000 the department led the state in weapon, shell casing, and bullet identification through the use of NIBIN. This resulted from a departmental policy to collect shell casings and bullets from all shootings, including simple shots-fired calls, and register them in NIBIN. In addition, all handguns and semiautomatic rifles that had been seized for any reason were submitted to the state laboratory for test firing and registering in NIBIN.

As of mid-July 2003, the department had obtained 41 DNA databank hits on individuals, 20 of which have resulted in arrest and conviction. Of these databank hits, 10 were from sexual assault and 10 were from burglary, reiterating the need to pursue burglaries. Through the use of the DNA databank, cold rape cases from 1993, 1996, 1998, and 2000 have been cleared. Of those arrested, two were serial rapists. Recently, a double hit occurred in a cold 1985 homicide that continues under investigation. The department has reopened numerous burglaries, larcenies, and stolen vehicle cases due to DNA databank hits. In one recovered stolen vehicle case the lab identified three suspects through the databank and then identified an additional four DNA profiles. In addition, the department has obtained 14 databank case-to-case matches including four against a serial rapist in three different jurisdictions. The remaining hits came from robbery, stolen autos, larceny, and vandalism cases.

### **The Future**

Small police departments actually have a distinct advantage over big jurisdictions, where the sheer volume of calls and cases prohibits the detailed processing of routine burglaries. But all agencies should make a concerted effort to process

crime scenes and routinely submit the evidence to their laboratory for analysis.

Unsolved rape and homicide cold cases must be reviewed and those with DNA evidence must be submitted to the agencies laboratory for analysis. How will a match ever be made if the evidence is still sitting unanalyzed in the evidence room?

Charlottesville receives numerous calls from agencies wanting to know about its technique for success in investigations. There are several simple rules: (1) process the crime scenes diligently, (2) pay particular attention to burglaries, (3) search for DNA evidence, (4) and submit the evidence to the laboratory for analysis.

Creating an effective forensic unit for a smaller police department takes time, effort, organization, support, and a dedicated staff. The department must be willing to persevere through the early stages of development. If it is, all the hard work and sacrifice will pay off.

The Charlottesville Police Department has an authorized strength of 119 sworn police officers and 29 civilian support personnel, and it is accredited through the Virginia Association of State Law Enforcement Accreditation. The department's annual budget is approximately 8.4 million dollars. Charlottesville is a community of approximately 40,000.

The police department's forensic unit has gained a national and international reputation for outstanding contributions in the field of forensic science, particularly through DNA crime scene processing. Despite the seemingly uneventful posture of this central Virginia community, CBS Television, National Public Radio, and German Television have seen fit to feature the department's investigative strategies in the area of forensic science. Additionally, the Virginia Division of Forensic Science and the Virginia Institute of Forensic Science and Medicine have recognized the department's forensic unit for its effectiveness and success through the use of DNA identifications, DNA eliminations, and the DNA databank. Since 1999 the unit has led departments per capita in the area of DNA identifications, elimination, and cold-case DNA databank confirmations.



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### Nominations:

Nominations are to be submitted by a head of component or agency who has membership in the IACP. Submissions are to be no more than two pages in length and may be accompanied by explanatory photographs. No video or audio tapes will be accepted. Nominations are to be postmarked no later than May 31, 2004.



### Submit Nominations to:

International Association of Chiefs of Police  
Attn: David L. Tollett  
Director of State and Provincial Police Division  
515 N. Washington Street  
Alexandria, Virginia 22314





# RECRUITING Women

**By Robin Jones, Inspector,  
Ontario Provincial Police,  
Orillia, Ontario, Canada**

**B**y 2003 the number of people applying for a position with the Ontario Provincial Police (OPP) had dropped by 75 percent in five years. During the period 1993–1997, the OPP received 20,000 applications, and 1,239 of these applicants succeeded in obtaining probationary constable positions with the OPP. In contrast, during the period from 1998 to 2002, only 5,300 applied and 1,032 were hired for constable positions. In 1997 women represented 13 percent of the sworn strength of the OPP; in 2003 they represented 17 percent. The OPP is committed to hiring qualified individuals as police officers, taking into account the diversity of the citizens of Ontario, where 51 percent are women.

To increase the number of women applying for positions with the OPP, the department established a 2003 outreach recruitment plan for women. The existing method had recruiters partnering with community colleges offering law and security programs and police foundations diplomas. Recruiters also attend other postsecondary institutions upon request. Job fairs and other display venues offer limited exposure to potential applicants, particularly women and persons from visible minority and Aboriginal communities. The same concerns existed with the other conventional methods of recruiting for the OPP, such as Web site advertisements, pamphlets, and posters. Although the recruitment staff is racially diverse and includes several women, OPP was not drawing large numbers of applicants from these groups by using traditional recruiting methods.

## **Finding a New Way**

In late 2002 it became obvious the OPP needed to develop an outreach recruitment plan targeted at women and other diversity groups. Relying on the same recruiting strategies used for years rather than focusing on specific groups to provide a diversified pool of qualified applicants would not meet the corporate objectives. Women, Aboriginal persons, and persons of color are three such groups.

In early 2003 OPP explored new recruitment options, different vehicles to deliver in-

formation in exciting and interactive ways to qualified people. The OPP was very much aware of the work that the International Association of Chiefs of Police (IACP) has accomplished. In 1998 IACP created an ad hoc committee on women in policing that was tasked to examine the role of women in policing, identify issues of concern, and make recommendations. This research included a survey of IACP membership about their perspectives and opinions in the following areas on women in policing:

- Status and roles
- Recruitment and selection
- Supporting and mentoring
- Training and supervision
- Attrition
- Sexual Harassment
- Barriers to promotion
- Strategic directions for women<sup>1</sup>

The survey confirmed key information regarding women police officers and was germane to OPP's critical lack of strategies for recruiting women. As stated in the IACP report, "Unfocused, random recruiting is unlikely to attract diversity. Targeted programs are more likely to do so."<sup>2</sup> The third recommendation from the committee was as follows: "Local agencies must design and carry out effective marketing strategies that reach the intended audience of women and carry a compelling message. Many well-qualified women may not perceive law enforcement as a viable career. Only through sustained outreach can these misperceptions be dispelled."<sup>3</sup>

In 1998 Joseph Polisar, then chief of police in Albuquerque, New Mexico, said, "The APD found that actively recruiting women greatly increased the pool of female applicants and, ultimately, the number of female recruits in the academy."<sup>4</sup> The APD participated in a national demonstration project designed to recruit and integrate women into male-dominated occupations in 1995. They created a targeted recruitment initiative by hosting women policing career fairs and obtaining media support for the career fairs. They developed flyers, posters and brochures featuring female officers; the fairs included information about the job, the academy, the application process, and a physical conditioning program designed for women. Their efforts resulted in a significant increase in the number of women applying for officer's positions with the APD.<sup>5</sup>

Research from the National Center for Women and Policing has shown that "to suc-

cessfully increase the number of women in policing, law enforcement agencies should develop a specific plan of action that targets women in the recruiting process and emphasizes the agency's desire to significantly increase the number of women in its ranks."<sup>6</sup>

## **Action Plan: OPPBound**

OPPBound is the foundation of the plan of action. It is a mini-OPP recruit camp held at the Provincial Police Academy in Orillia, Ontario. One hundred women who applied for OPPBound were selected by lottery and invited to spend the week at the academy. During that week they had the opportunity to learn about the benefits of becoming an OPP officer, the application and testing process for selection, the probationary constable training program—both at the Ontario Police College and the Provincial Police Academy. The syllabus included several mentoring sessions with key OPP women officers who shared their experiences as police officers, answered questions and built upon the excitement of the course. The women also experienced a taste of the life as an OPP recruit at the academy, which included firearms and some practical exercises and learned about the core values of the OPP. Applicants met all of the basic constable requirements, and preference was given to women who had not yet decided to make policing their career choice.

## **The Planning**

A planning team was formed six months before OPPBound. Two key officers were the initial members, the commander of the Provincial Police Academy and the manager of uniform recruitment, as this was a joint venture between the two commands. Each of the commissioned officers assigned a member from their area to be on the planning team. In addition, five regional commanders were asked to assign a particular woman officer to the team. The planning team had handpicked these officers to ensure that the regional officers brought a variety of skills, experiences, and ranks to the planning team.

From the first planning team meeting it was apparent the group was keen, enthusiastic, and absolutely committed to the vision of OPPBound. The initial schedule of events and task assignments were developed. Other assignments at this initial stage included preparing and delivering the media launch, internal communications, the development

of the course syllabus, the administration of the initiative including Web-enabling the OPPBound information and application process, and all of the clerical support necessary to support the application process. The planning team met monthly until July.

A budget and cost center for OPPBound was established. Several reports and statements were developed for OPPBound, using accepted accounting practices and subject to a financial audit during the fiscal year.

On the day of the media announcement, administrative support staff was ready and waiting, having developed spreadsheets and other tools to support phone calls and applications. The results were overwhelming; there was an average of 200 phone calls per hour for the first three days. Additionally, the Web site received more than 15,000 hits in those first three days.

After this general media announcement, several targeted sources were contacted to announce OPPBound. Some of these were the Aboriginal Friendship Centres throughout the province, the Ontario University Athletic Association (OUAA), and community colleges. Within five months, the OPP had received 2,764 applications for OPPBound and announced that no more applications could be accepted. Each applicant was sent a letter advising that her application had been received and the names of the 100 successful women would be announced on June 1, 2003. The applicants selected for OPPBound were selected by a lottery, due to the large number of applicants. It would have been impossible for recruiters to meet each applicant and determine their competitiveness as a candidate for the OPP.

The remaining applicants could not be overlooked, as many great candidates would definitely be missed. The 2,664 women who were not selected were each sent a personal letter. To provide information to these women, OPP uniform recruiters planned more than 40 recruitment information sessions during the month of June. These were strategically located throughout the province to enable the women to attend. The letter encouraged them to consider a career with the OPP and to attend one of the information sessions listed in the letter by date and location for their part of the province. The OPP uniform recruiters were identified by name and e-mail address and the women were encouraged to contact a recruiter who could assist them in learning more about the OPP as an employer.

On June 1, 2003, the successful women were notified and sent their joining instructions that included a list of essentials to bring with them and other important information such as directions to the OPP Academy and rules of OPPBound. They were advised that their uniform for the week would include dark pants and two OPPBound T-shirts and an OPPBound hat that would be issued

upon arrival. Recruiters contacted the OPP-Bounders and had them review and sign medical fitness forms and the release-from-liability form that the Ontario Ministry of Public Safety Legal Branch had helped develop.

### ***The Academy***

When the 100 women arrived at the Provincial Police Academy their journey with the OPP began. Over the course of the next few days, they experienced both the theory and practical components of being a provincial police officer. At the opening ceremonies, the women met the recruiters, mentors, and the planning team, and the commanding officer of the OPP Academy addressed the group, explaining some of the expectations and rules. It was then time for OPPBounders to say goodbye to their families and loved ones and enjoy a barbecue with the rest of the OPP team. After dinner, they settled into the Provincial Police Academy residence and tried to get some sleep.

Each morning, the women were on the parade square at 5:50, getting warmed up for their daily physical training. A different physical training regimen was planned each day: a five-kilometer run, the confidence course, or exercises that provided the women with opportunities to challenge themselves, or in some cases, the instructors. The women were divided into three platoons for the training exercises. The following subjects were among those covered during the week:

- History of OPP
- Core values of OPP
- Marching drills
- Police equipment
- Firearms training

### ***The Ontario Provincial Police Promise***

As an OPP employee [or] volunteer, I appreciate the vital role I play in protecting the fundamental rights of all people in Ontario. I therefore commit to always putting the interests of the public and the OPP's Vision and Mission before any personal and private interest. And I promise that I will always demonstrate pride in my profession and the OPP through personal conduct that reflects my belief in the value of Accountability; Respectful Relationships; Fairness, Courage, and Caring; Continuous Learning; [and] Diversity. I will identify candidates for recruitment to enhance the diversity of the OPP workforce reflective of the communities we serve.

- Crime scene
- Vehicle stops
- Defensive tactics

Each day the women had a mentoring session. The mentors were carefully chosen for credibility, capability, courage, and charisma. They shared their experiences as police officers, answered questions, described their careers, and addressed important topics such as marriage, raising children, and working in the outlying postings.

Each evening, a difference activity occurred: movie night, beach night, sports night, and then the final banquet. For OPPBound women interested in an OPP career, the testing for selection would begin on the next morning.

### ***OPPBound Results***

Administrators expected several outcomes from OPPBound:

- Increased number of qualified women applying to the OPP
- Residual message to other marginalized groups and increase in the numbers of qualified persons of color and Aboriginal persons applying to the OPP
- Increased goodwill for the OPP in general

One hundred women attended OPPBound; 78 of them are now in the system at different stages of the selection process. The first successful OPPBounder joined the OPP as a provincial police constable on January 19, 2004. There has also been a significant increase in the overall number of women applying to the OPP.

OPP Uniform Recruitment has outreach plans for other groups for which we also need to increase our pool of qualified constable candidates, such as persons of color and Aboriginal men and women. We have received several requests for recruitment information sessions in these communities and have also noted an increase in applications to the OPP.

Although goodwill is a little more difficult to measure, we did engage 2,764 women interested in a position with the OPP. The normal processing of their applications and the reaching out with recruitment information sessions held in their neighborhoods built goodwill between and among the OPP, the application pool, and our communities.

<sup>1</sup>International Association of Chiefs of Police, "The Future of Women in Policing: Mandates for Action" (1998).

<sup>2</sup>International Association of Chiefs of Police, "The Future of Women in Policing," 7.

<sup>3</sup>International Association of Chiefs of Police, "The Future of Women in Policing," 23.

<sup>4</sup>Joseph Polisar and Donna Milgram, "Recruiting, Integrating, and Retaining Women Police Officers: Strategies That Work," *The Police Chief* 65 (October 1998): 42-52.

<sup>5</sup>Polisar and Milgram, "Recruiting, Integrating, and Retaining Women."

<sup>6</sup>National Center for Women & Policing, "Recruiting and Retaining Women: A Self-Assessment Guide for Law Enforcement" (2001): 46.

# CriMNet

## Minnesota Catches Up with Criminals

**By Rich Stanek, Minnesota Commissioner of Public Safety and Director of Homeland Security**

*Editor's note: While serving as a state representative, Rich Stanek authored the bill that created CriMNet.*

**L**aw enforcement professionals are making a dent in crime through hard work and perseverance. But resources are becoming increasingly scarce and new responsibilities are continually being piled on the local police department. At the same time, many criminals are becoming more sophisticated and difficult to apprehend.

The situation is exacerbated by the fact that law enforcement technology has not kept up with technology available to the private sector, ordinary citizens, and even to criminals.

Corporations across the globe can efficiently communicate with employees and subsidiaries in distant locations. But, in many cases, law enforcement agencies cannot electronically share information with a department in a neighboring city. With more than 18,000 individual criminal justice jurisdictions in the United States, the information-sharing problems hindering law enforcement agencies are significant.

In Minnesota, we took a giant stride toward addressing these problems with the creation of CriMNet—a system that will give 1,100 police departments, sheriff's offices, jails, prosecutors, probation agencies, and other jurisdictions access to critical criminal justice information on a secure intranet.

### **Fewer Hiding Places for Criminals**

CriMNet is a backbone that links the state's criminal justice systems. CriMNet will allow authorized personnel to view information entered anywhere in the state on a desktop or laptop computer, and eventually, from within a squad car.

Two critical components of CriMNet make it unique. The first is the integration of local jurisdictions, which makes information entered by the smallest police departments available on state databases. The second is the depth of our partnership with the Minnesota business community. Target Corporation and a trade asso-

ciation called the Minnesota Business Partnership have provided leadership, expertise, staff support, and funding to help the state move forward with CriMNet.

After more than five years of development, Minnesota has successfully launched the first pilot project, which incorporates nearly 600 users across the state. Six statewide databases are accessible through the CriMNet backbone at this time.

**Minnesota Court Web Access:** Contains nonconfidential adult criminal case and defendant information from court cases that are open, closed, or archived (excluding sealed, expunged, and deleted cases). Data is available from all of Minnesota's 87 counties.

**Statewide Supervision System:** Provides access to information about all offenders under supervision in Minnesota. Includes automated sentencing guideline worksheets and a link to Department of Corrections prison inmate data.

**Minnesota County Attorney Practice System:** Tracks the information used by the county and city attorney's offices to prepare documentation for filing criminal cases in the courts. A new adapter allows qualified CriMNet users to perform person-based searches of all records in the MCAPS system.

**Predatory Offender Registry:** The central repository for collecting and maintaining information for every registered offender in Minnesota.

**Minnesota Repository of Arrest Photos:** A central database of digital photographs taken at arrest or booking. This database also includes corresponding descriptive and demographic data and images, such as scars, tattoos, and marks that are photographed at the time of booking or arrest.

**Prison Adapter:** A system of more than 50,000 prison records maintained by the Minnesota Department of corrections.

### **Small-Town Crimes Solved with Big-Time Technology**

Police in Chaska, a city of about 17,500 people located west of Minneapolis–Saint Paul, used CriMNet to find and arrest a career criminal who burglarized businesses there and in several other communities. Although the suspect initially eluded capture, police used statewide supervision information to identify and contact his probation officer, who was able to assist them. While the





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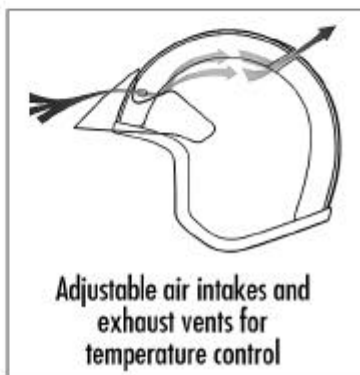
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suspect was in custody for the Chaska crimes, police officers found evidence in his home to connect him to about 50 other burglaries. His criminal history record indicates burglary convictions dating back to 1982. The suspect has since been charged with the crimes in district court.

Another example of the practical application of CriMNet involves an 18-year-old man who set a fire to a church in the Twin Cities suburb of Burnsville last summer. After attending a class at the church, the subject left windows open to provide access when he returned later. Soon after dark, he entered the church through the open window and took electronic equipment and musical instruments. While ransacking the church, the subject stopped to smoke marijuana. He also lit a piece of paper and dropped it into a wastebasket. The fire in the wastebasket spread to a nearby desk, and soon the entire church was ablaze.

Police tracked down some of the stolen goods at a local pawnshop and were able to obtain the name of the customer who brought them in. Using the resources available through CriMNet, they found enough information about the subject to locate, arrest, and eventually charge him with arson, burglary, theft, and damage to property.

### **Implications for Homeland Security and Public Safety**

The September 11 attacks thrust the issue of information-sharing capability to the frontline of our nation's war on terrorism. And there has been much speculation about, and criticism of, key intelligence agencies' inability, and at times, unwillingness, to share information.

In hindsight, it appears that if disparate information had been connected, there would have been greater opportunity to prevent the World Trade Center and Pentagon attacks. Mohammed Atta, now known as the ringleader of these attacks, had outstanding warrants, but he was not detained when police stopped him. America's law enforcement officers must have access to real-time information, if they are to succeed as foot soldiers in the war on terror.

Prosecutors and the courts must have criminal record data available if they are to win convictions. All too often, judges and prosecutors are asked to rely on incomplete information, which allows criminals to fall through the cracks of our legal system.

A Minnesota man who was tried a few years ago had a criminal record that indicated nine aliases, seven birth dates, and six convictions—including two for indecent exposure and one for sexual misconduct. On the night before the defendant was to be sentenced for his latest crime, the county prosecutor uncovered the rest of his criminal record: 16 additional convictions, including nine for indecent conduct and three for sexual misconduct.

Although the prosecutor was able to gain a conviction with only the partial information, the judge nearly made a sentencing decision that was based on an incomplete record. Other states, like Minnesota, have seen the tragic consequences of sentencing decisions made without accurate criminal history information. Dangerous criminal offenders receive sentences that do not reflect their true threat to public safety, and they remain free to reoffend.

### **Counting Costs**

Minnesota and a handful of states are moving forward with integrating their crime information systems, but other states face significant hurdles in this area. Minnesota will soon be prepared to share CriMNet technology and lessons learned during this project. We hope this will provide opportunity for states to integrate their criminal justice information for a fraction of the cost of starting from scratch.

Meanwhile, the cost of not sharing information has already proven to be greater than we ever imagined.

The **Police Chief** keeps you on the cutting edge of law enforcement technology with monthly product announcements. For **free** in-depth information, visit us at <http://www.theiacp.org/freeinfo>, or circle the appropriate Reader Service Numbers on the Reader Response Card (adjacent to the index of advertisers in this issue), and fax or mail the postage-paid card today. Items about new or improved products are based on news releases supplied by manufacturers and distributors; IACP endorsement is in no way implied.

## Gunshot residue test kit

Law Enforcement Technologies announces the ISID-1, a gunshot residue test kit designed to produce results in the field in five minutes. To use the kit, an officer puts on the kit's sterile gloves, wipes the suspect's hands with a swab, places the swab face-up in the included specimen box, saturates the swab with the included reagent, waits five minutes, then studies the swab through the lid of the specimen box, looking for vivid blue or brown spots or specks on the white swab. Each spot indicates a positive read for GSR. This field test detects nitrocellulose down to 700 nanograms.

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## Threat advisory signs

Threat advisory warning signs from Uticom Systems Inc. are designed to serve as highly visible, easy-to-change postings of current national homeland security alerts regarding terrorist threat levels. Made of Lexan, the signs are engineered to be weather- and sun-resistant as well as easy to clean. Five interchangeable panels correspond to the DHS Homeland Security



Advisory System's color-coding of threat levels: green for low; blue for guarded; yellow for elevated; orange for high; and red for severe. Panels slide into aluminum tracks and are then button-snapped into place to secure them from wind and vibration. Signs are available in a variety of sizes.

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## Window tint meters

Laser Labs introduces tint meters designed to help officers detect illegal window tints on automobile windows. The meters are available in two models, Model 100 for windows that roll down, Model 200 for windows that do not. The units run on nine-volt batteries, can be used at any time of day or night, and are small enough to fit in a glove box.

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## Ballistic vest

Life Case announces the introduction of a ballistic briefcase and a ballistic purse designed to convert into ballistic vests in less than two seconds. Each unit continues to hold personal items even while it is worn as a vest. It is designed to defeat bullets fired from a range of

submachine guns, handguns, and shotguns.

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## Pocket law manual

BNA Books announces the 2004 edition of the *Law Officer's Pocket Manual*, which is designed to give law officers quick, reliable guidance based on the latest Supreme Court rulings and other legal developments. In nontechnical language, it covers arrest, search, surveillance, interrogation, and other routine and sensitive areas of law enforcement. The manual offers tips on seizing computer and electronic evidence, and it covers the requirements of the Americans with Disabilities Act. Designed for use in the field and in training, the manual lists defensible police practices and includes more than 100 practical examples drawn from leading cases.

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## Guide to chemical detectors

The International Safety Equipment Association introduces a new pamphlet, *Chemical Agent Detection Guide for First Responders*, designed to provide officers with practical information to help select the right chemical detection equipment for their needs. It covers such topics as selectivity, operational and product features, and training. It also includes a chart of handheld detection technology that indicates how the most widely available detector types compare against versus some of the selection factors detailed in the guide. A special section identifies the four classes of chemical warfare agents (nerve, blister, choking, and blood agents).

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## Biological agent detector

Smiths Detection introduces the Bio-Seeq, a handheld biological agent for first responders. The Bio-Seeq is designed to detect



anthrax, smallpox, tularemia, and plague, among other biological agents in the field. The unit can process up to six samples simultaneously and produce results in as little as 20 minutes. The unit weighs 6.5 pounds and features an oversized keypad to allow officers to use it while wearing gloves. An LED warning light alerts users to danger.

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### ***Vest for dogs***

K9 Top Coat introduces a full-coverage vest for police dogs. The vest is made of four-way stretch waterproof material lines with microfleece. It is designed to cover the entire chest, upper forelegs, and back, but it leaves the hindquarters free for mobility.

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### ***Heated windshield wipers***

Northland Engineered Products announces a line of heated windshield wipers for police and other emergency vehicles. HotWipers feature Nordel elastomer wipers with stainless steel blades that are anodized black to eliminate glare. Wired directly into the vehicle's electrical system, they employ a built-in etched-foil heating element to start deicing immediately. The wipers come in a range of sizes.

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### ***Mobile command post***

Pierce Manufacturing Inc. introduces its mobile command post for police agencies, the first entry in the company's new line of homeland protection vehicles being developed in partnership with LDV Inc. The command post features a Lance two-door custom cab with a 24-foot custom heavy rescue body. The vehicle is powered by a 500-horsepower Detroit Series 60 engine and equipped with TAK-4 independent front suspension. The command post's interior comprises a forward communication and work area, an aft command room, and mid-positioned galley. The communications area features a TV, a VCR, and other communication equipment. The command room includes an L-shaped conference table, an electronic whiteboard, and video equipment; and the galley houses a restroom, a water cooler, a refrigerator, a microwave oven, a coffeemaker, and a sink.

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### ***Antidrug booklets***

Syndistar Inc. announces Insight booklets, a series of nine publications designed to help juvenile officers and others teach low-literacy teens and young adults about the dangers of drugs. Each 600-word booklet deals with a specific threat: alcohol, tobacco, marijuana, LSD, methamphetamine, ecstasy, heroin, crack, and the major abused prescription drugs. The books employ a format, vocabulary, and design appropriate to those with poor reading skills. Sentences are short and simple, key messages are repeated, and

full-color illustrations emphasize important points.

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### ***Patrol car seat organizer***

Uncle Mike's Law Enforcement announces a patrol car seat organizer designed to enhance officer safety and performance by keeping officers' equipment in place and within reach. Constructed of scuff-resistant, water-repellant PVC-coated nylon fabric and heavy-duty zippers, the organizer sits flat against the passenger seat back and features an adjustable strap that secures it to the headrest. Several compartments help to organize files, ticket books, radios, cell phones, pens, and more. Side compartments are designed to hold water bottles, thermoses, flashlights, or umbrellas.

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### ***Computers***

HP announces the introduction of the HP Rugged Notebook nr3600 and the HP Rugged Tablet PC tr3000. Designed to withstand long-term vibration, rain, dust, and extreme operating temperatures, these mobile PCs offer wireless features such as high-performance simultaneous wireless wide area network (WAN), local area network (LAN), and personal area network (PAN). At 7.9 pounds, the HP Rugged Notebook nr3600 is designed to balance performance, mobility, wireless features, and versatility. It features an ergonomic design, productivity-enhancing 12.1-inch display with a passive touch screen and a versatile Media-Bay drive. The HP Rugged Tablet PC tr3000 is a lightweight, wireless, mobile tablet PC that combines an 8.4-inch touch screen, a full portfolio of security options, and a large breadth of integrated wireless connectivity capabilities.

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# NEW MEMBERS

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

This listing also serves as a supplement to the IACP 2002-2003 Membership Directory.

## \*Associate Members

All other listings are active members.

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## "The report of my death was an exaggeration."

(Samuel Langhorne Clemens, aka Mark Twain, June 1, 1897)

The IACP inadvertently noted the passing of Anthony L. Guardino, retired chief of police in Redwood City, California. We thank Chief Guardino's many friends who called to let us know that he is alive and well, enjoying his retirement in Mountain View, California. We all hope to see Chief Guardino at the annual IACP conference in Los Angeles.

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

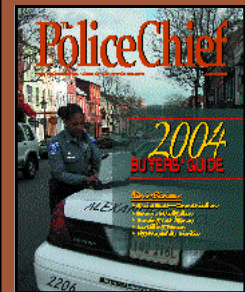
Catherine L. Flanagan, Director, Forensic Psychological Services, Seaford, NY

Ronald Lowe, Chief of Police (ret.), Dayton, OH

Ronald A. Smith, Chief of Police (ret.), Colchester VT; San, Jose, CA (life member)

Stanley M. Topper, Chief of Police (ret.), University City MO; Fairview Heights, IL

Miguel del Prado, President, Michica International Co. Inc., Guaynabo, PR



**The Police Chief is on the Web!**  
[www.PoliceChiefMagazine.org](http://www.PoliceChiefMagazine.org)

### **Ronald Dean Smith 1928-2004** **IACP Employee 1959-1985**

Ronald Dean Smith, 76, of Reston, Virginia, chief of staff operations at the International Association of Chiefs of Police from 1980 to 1985, died January 22, 2004, at his home.

Smith served in the U.S. Navy from 1948 to 1952. He graduated from University of California, Berkeley, with a bachelor of arts in criminology in 1956 and a master's degree in criminology in 1961. He served on the Oakland, California, Police Department from 1956 to 1959.

Smith left the Oakland Police Department to work for IACP's traffic safety and field service division, which was located with the Traffic Institute at Northwestern University, Chicago, Illinois. In the fall of 1959, the IACP traffic safety and field service division moved to Washington, D.C.

As the association's staff increased, so did Smith's responsibilities. From 1963 to 1967 Smith was the director of the research division; from 1967 through 1971 he was director of the association's management and research division.



Ronald Dean Smith in 1981

In 1972 he had oversight of the IACP office move from downtown Washington, D.C., to a new building in Gaithersburg, Maryland. The offices in Gaithersburg served as the association's headquarters until November 1988, when the association relocated to Virginia.

From 1971 to 1976 Smith served as director of the professional standards division. In 1976 he assumed charge of all of the administrative and support functions of the corporation. In 1980 he was formally titled the chief of staff operations, the second executive position for the association. Smith retired from the IACP in 1985.

In retirement Smith served with the Loudoun County, Virginia, Agency on Aging. While at IACP and in his retirement years, Smith served on the Fairfax County, Virginia, Police Retirement Board.

Ron Smith is survived by his wife Joan, daughter Lisa Arbelaez, Columbia, Maryland; sons Dirk Smith of Clifton, Virginia, and Eric Smith of Cary, North Carolina; and grandchildren Gregory and Christopher Arbelaez and Antony Smith.

### **Misconceptions on Truck Crashes**

Although most drivers believe most fatal crashes involving large trucks and passenger vehicles occur on interstate highways, 75 percent of all crashes occurred on other types of roadways, according to the Federal Motor Carrier Safety Administration's 2001 Large Truck Crash Facts.

The Center for Public Policy at Virginia Commonwealth University conducted two surveys to help identify areas of misperception among drivers so that initiatives can be developed to address actual safety-related conditions on the roadways.

When asked who they believe is at fault in these truck-and-automobile crashes, 67 percent of the truck drivers pinned the blame on pas-

senger vehicle drivers, but only five percent felt truck drivers were to blame. Thirty-four percent of the passenger vehicle respondents put the blame on their fellow drivers while 15 percent blamed truck drivers. Approximately 30 percent of both groups feel that both truck and vehicle drivers are equally at fault.

Crash data, however, show passenger vehicles are more often at fault in truck-passenger vehicle crashes than truck drivers. In the truck-passenger vehicle crashes occurring in 2001, 65 percent of passenger vehicle drivers were cited for crash-related factors while 37 percent of truck drivers were cited. The studies also show that 85 percent of truck drivers think they drive at least somewhat safely. Only 42 percent of these truck drivers feel that passenger vehicle drivers drive safely. And their opinion of SUV drivers isn't much better. Only 45 percent of truck drivers felt that SUV drivers operate their vehicles at least somewhat safely.

Truck drivers—78 percent—think their fellow drivers operate at least somewhat aggressively around passenger vehicles. But the overwhelming majority of truck drivers—94 percent—feel passenger vehicle operators drive aggressively around big trucks.

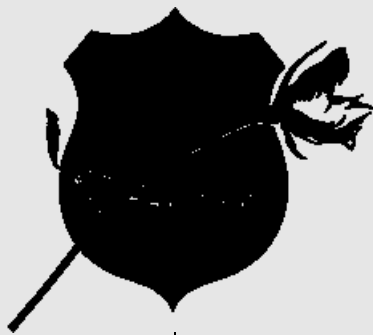
Almost 90 percent of both truck and passenger vehicle drivers rate passenger bus drivers as at least somewhat safe drivers. And 51 percent of both groups do not think bus drivers operate aggressively around passenger vehicles.

On the other hand, 68 percent of passenger vehicle drivers think they drive at least somewhat safely and 69 percent of them rate SUV drivers as safe drivers. Of these respondents, 73 percent felt truck drivers operate at least somewhat aggressively around passenger vehicles.

The two studies were conducted on behalf of the Virginia Department of Motor Vehicles and a multistate consortium representing Virginia, Maryland, West Virginia, and North Carolina. The consortium was created to identify motor carrier safety issues in these states and to make recommendations for corrective actions. The studies were conducted as part of the research phase. Responses were gathered from 626 drivers from 46 states, the District of Columbia, and Canada, and 2,415 drivers from the four consortium states.

To review the study, go to [www.vcu.edu/cppweb/research.htm](http://www.vcu.edu/cppweb/research.htm).

For more information, write to Michael D. Pratt, Ph.D., director of the VCU Center for Urban Development, at [mdpratt@vcu.edu](mailto:mdpratt@vcu.edu), or call or write to Mike Frontiero of University News Services at 804-828-2725 or [mdfronti@vcu.edu](mailto:mdfronti@vcu.edu).



## Line of Duty Deaths

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

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

Officer Steven Lynn Phillips  
Westminster, Calif., Police Dept.  
Date of death: January 30, 2004  
Years of service: 18

Officer Nicholas Sloan  
St. Louis Metropolitan Police Dept.  
Date of death: January 30, 2004  
Years of service: 3

Detective William "Wally" Rolniak  
Riverdale, Ill., Police Dept.  
Date of death: February 4, 2004  
Years of service: 20

Trooper Bertam Zimmerman III  
New Jersey State Police  
Date of death: February 5, 2004  
Years of service: 3

Deputy Sheriff Brian Robert Litz  
Marion County, Fla., Sheriff's Office  
Date of death: February 7, 2004  
Years of service: 8

Lieutenant John P. Finn  
Albany, N.Y., Police Dept.  
Date of death: February 12, 2004  
Years of service: 14

Corporal Matthew Alan Thompson  
Mobile, Ala., Police Dept.  
Date of death: February 12, 2004  
Years of service: 18

Deputy Sheriff Mark Reid Tucker  
Wake County, N.C., Sheriff's Office  
Date of death: February 12, 2004  
Years of service: 27

Officer Jennifer Fettig  
Detroit, Mich., Police Dept.  
Date of death: February 16, 2004  
Years of service: 2

## Peer-to-Peer Program on Traffic Control Devices

With more than 700 pages of guidelines, standards, and options in the Manual for Uniform Traffic Control Devices (MUTCD), applying the manual to unique local settings and circumstances can require some help.

The Federal Highway Administration (FHWA) has established a peer-to-peer program on traffic control devices (P2P TCD) as a resource of technical assistance for public sector agencies. The P2P TCD program is designed to speed up the process of getting peers connected and working together to solve traffic control problems.

It is also designed to provide a way to get answers about signage, traffic signals, roadway markings, work-zone traffic control, and more. The peer-to-peer program can help agency staff obtain technical advice quickly and conveniently from their professional colleagues. This assistance will in turn help agencies and the traveling public realize the full benefits of improved safety and optimized traffic performance.

The P2P TCD has been active since January 2003 and has already demonstrated numerous effective examples of peers helping peers. For example, in Hughson, California, the guidance was requested in placing traffic signals at a difficult five-point intersection with an adjacent railroad. A peer with extensive experience with the situation, and knowledgeable in the application of the guidelines, standards, and options in the MUTCD and other documents, was able to provide the necessary information to guide the decision-making process. This is just one of the many successful collaborations brought about by the P2P TCD program.

The P2P TCD program is easy to use: send an email to [P2P@fhwa.dot.gov](mailto:P2P@fhwa.dot.gov), or call toll-free 888-700-PEER (7337). The program coordinator will select a peer from the volunteer database who is able to answer your question and have the peer contact you directly. To learn more about acting as a peer on a less formal basis and to participate in informal discussions, visit the discussion area on the MUTCD Web site at <http://mutcd.fhwa.dot.gov>.

## New Edition of Local Government Police Management

The International City/County Management Association has released a new edition of *Local Government Police Management*. Since the publication of the first edition more than 60 years ago, this book has become a classic in the field and the authoritative police management resource. It provides insights to help police chiefs anticipate emerging issues and problems and map out an effective management strategy for their departments.

To obtain the latest edition, visit ICMA's bookstore online at <http://bookstore.icma.org>, or call 800-745-8780.

## Teenage Robbers Are More Dangerous

A study by Dr. Rosemary J. Erickson of 178 incarcerated robbers age 13 to 18 found that teenage robbers have bravado beyond that of adults, believing they can do anything with a partner and a gun. Half of teenage robbers say they are drunk or high at the time of robbery.

Other findings show that the most important thing teens look for is an escape route, followed by money. There are likely more injury or death incidents with teenage robbers than with adult robbers. The teenagers also are more likely to commit more violent types of robberies, including street muggings, carjackings, and home invasion. The teens were more nervous than the adults during the robberies; and this nervousness contributed to their being more dangerous than adult robbers.

Implications of the research for prevention efforts are (1) reduce the money available; (2) make sure the robbers know that there is little money available before they rob; (3) have barriers that block escape routes; and (4) make it clear that there is an increased risk of being caught.

For more information on the research findings, visit [www.athenaresearch.com](http://www.athenaresearch.com).

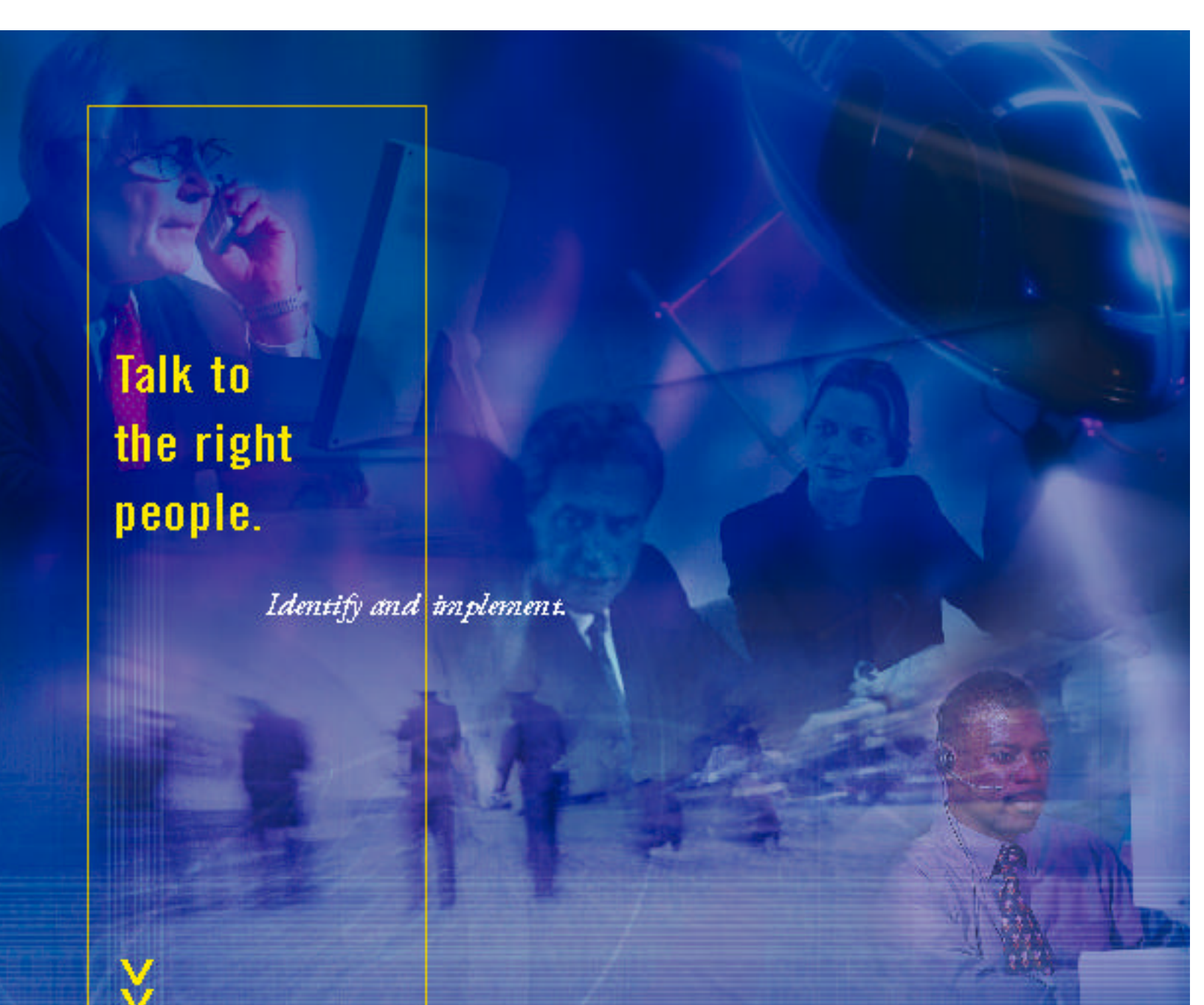
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## Worldwide Road Safety Is No Accident



**By Patricia Cahill, Executive Director, IACP Foundation; Strategic Plan Administrator, IACP; and Advisor to the IACP National Chiefs Challenge Program**

The IACP joins with law enforcement partners across the world this month to celebrate and promote World Health Day on Wednesday April 7, 2004. World Health Day is an annual event marking the establishment of the World Health Organization (WHO) and this year, for the first time, the WHO has chosen the topic of traffic safety to highlight their growing concern over traffic injuries and deaths around the globe.

According to the WHO, traffic-related incidents take the lives of 1.2 million people and injure millions more. As you might suspect, these numbers are highest in developing countries and even middle-income countries where traffic safety initiatives are underemphasized and where pedestrians and cyclists are much more common on and around the roadways. And in these nations, which can least afford the loss, it is estimated that traffic-related injuries and deaths cost upwards of 2 percent of the gross national product annually.

Clearly, law enforcement along with our public and private traffic safety partners must come together as a global community to address the chronic yet often preventable occurrence of traffic-related injury and death.

### Developing an Action Plan

What can you and your agency do to increase community safety and decrease traffic-related crashes? The WHO highlights two key concepts in their efforts to address road safety:

- **Raise awareness.** Law enforcement agencies everywhere must work to increase the level of attention paid by both law enforcement and the public to traffic safety initiatives, especially in developing countries where issues such as safe road design, development of enforceable safety laws, and pedestrian or cyclist safety are critical. This goes not only for official channels but also toward increased community awareness of traffic safety issues as well.

- **Generate action.** In order to affect change, it is vital to engage stakeholders in dialogue about these issues. Creating partnerships with public health leaders, federal, state and local government officials, and community-based organizations can lead to successful programs that address both behavior modification and enforcement strategies.

### Examining the Numbers

Consider these U.S. statistics from the Centers for Disease Control and Prevention (CDC) as you develop your traffic safety plan for World Health Day 2004:

- Motor vehicle crashes remain the leading cause of death for persons 1-34 years of age and are the leading cause of injury-related death for all ages resulting in nearly 44,000 deaths in 2001.
- In 2002, alcohol-related crashes accounted for more than 40 percent of all traffic-related deaths.

- Almost 500 children under 4 years of age died in crashes in 2002 and 40 percent of them were totally unrestrained.

- If restraint use among motor vehicle occupants age five and older increased to 100 percent, an additional 9,000 lives could be saved each year.

### Utilizing Resources

The theme for World Health Day 2004 is "Family Road Safety: Protecting the Ones You Love." The WHO suggests the following events and activities you can use to promote traffic safety in your community:

- Work with city officials to develop a proclamation for April 7 and organize a press event.
- Collaborate with media to cover the events you organize celebrating World Health Day, remember to include local traffic reporters as they can easily insert a safety message into their report.
- Sponsor essay or poster contests in local schools to foster youth interest in traffic safety.
- Implement incentive programs, providing small prizes, in popular locations such as grocery stores and fast food locations to reward people who are wearing their seat belts and have other occupants, especially children, properly restrained.
- Encourage local businesses to display public safety messages in their windows or on counters.
- Encourage volunteerism in the community, have traffic safety professionals volunteer their time to a child seat checkpoint, or have a fundraising event where the proceeds are used to purchase and distribute child seats to families in need.

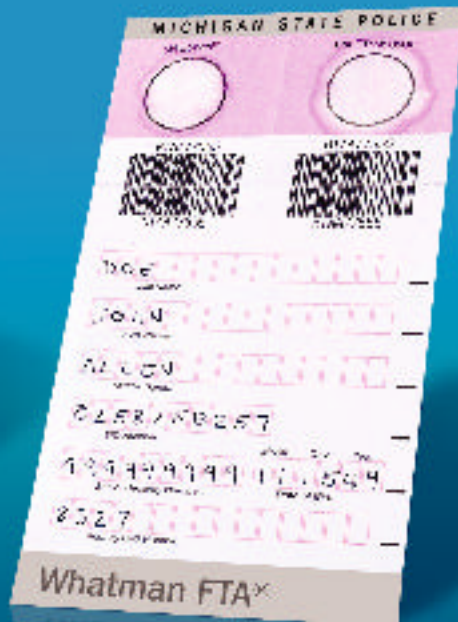
For more information on ways to maximize your traffic safety efforts during World Health Day on April 7, download the official WHO toolkit at [www.who.int/world-health-day/2004/toolkit/en](http://www.who.int/world-health-day/2004/toolkit/en), or at [www.cdc.gov/ncepc/whd2004](http://www.cdc.gov/ncepc/whd2004).



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**The Police Chief**

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