

The PoliceChief

THE PROFESSIONAL VOICE OF LAW ENFORCEMENT

APRIL 2015

2015 BUYERS' GUIDE

and Dealing with
Critical Incidents



Inside:

Assisting Suicide Survivors

ATF iTrafficking Program

Planning for Major Incidents

Electronic Stakeouts Used to Address Truck Tire Thefts

By Joe Loughlin, 3SI Security Systems Law Enforcement Division
joe_loughlin@3sisecurity.com

The Inland Empire is home to many large warehouses that serve as distribution centers for the western half of the U.S. Often, trucks are left parked in distribution center parking lots...Unfortunately, criminals have discovered a profitable crime: stealing the truck tires, valued at approximately \$600 each.

Tire theft causes problems for a number of people. The independent truck owners are left footing the \$2,400 bill to replace the tires. Businesses have disrupted transportation schedules, which often lead to added expense. One major retailer in Redlands, California, experienced over \$24,000 in theft of tires from tractor-trailers parked on their premises. Even trucks parked in secured parking lots were targeted. Thieves would simply cut through the fence, commit the crime, cut the locks to the gates and escape.

To combat this type of crime, businesses might hire a security guard to patrol the grounds at night or deploy surveillance cameras. Security guards are expensive, and surveillance cameras may capture images of the suspects stealing, but cannot identify the suspects, and the business is still left with the cost of replacing the tires. If the jurisdiction has funds available for undercover surveillance, the local police department may put teams on the target. However, this type of police work is very costly and often does not result in an arrest.

The GPS device was only deployed for two days when the alarm sounded... within ten minutes, dispatchers were able to direct officers to the location of the suspects.

After watching the Special Operations Bureau Lieutenant of the Redlands PD give a presentation at a Task Force Conference on how RPD had been using GPS devices to solve crime trends in the community, Mark Donahue, a senior investigator for Swift Transportation, inquired about the feasibility of using the same GPS devices to address the tire theft problem that had been plaguing the warehouse districts in the Inland Empire.

After identifying a parking lot likely to be robbed, Swift Transportation agreed to allow a semi-trucks to be used as bait for an undercover GPS deployment

operation. A GPS device was placed in the outer tire and painted to be invisible. The device was only deployed for two days when the alarm sounded in dispatch indicating the tire was on the move. Within 10 minutes, dispatchers were able to direct officers to the location of the suspects. As the responding officers closed in, they could clearly see the truck tires in the back of a truck. When stopped by the patrol officers, the driver and passenger both stated they picked up the tires a few days prior from a friend. Once officers confronted the suspects with the evidence, both suspects confessed to committing the crime.

A couple of months later, a regional auto theft task force in the Inland Empire was tasked with solving a series of similar tire thefts involving tractor-trailers of an international parcel transportation company. The task force adopted the strategy deployed by the Redlands

Police Department and utilized several GPS trackers in a similar fashion. Within two weeks, a tracker activated. With a designated team monitoring the activation, the team watched from their smartphones as the load of stolen tires was taken to a used tire shop, where the team eventually located over 100 stolen tires including the one containing the tracker. The team not only took two people into custody for stealing the tires but also arrested the "fencing operator."

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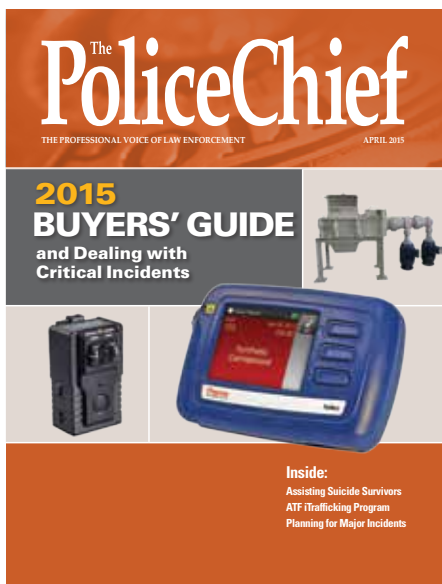
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Critical incidents happen every day around the world, and, in most cases, it falls to law enforcement and other public safety personnel to respond to these serious, sometimes life-threatening situations. This issue provides information about resources available to state, local, and tribal law enforcement when facing crises ranging from fire and explosions to suicides and large-scale financial crimes and offers guidance on planning and training for critical incidents.

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Going Dark: Addressing the Challenges of Data, Privacy, and Public Safety



In February, the IACP held a summit on Going Dark: Addressing the Challenges of Data, Privacy, and Public Safety. This summit was convened in response to a critical issue law enforcement is facing today. The law hasn't kept pace with technology, and this disconnect has created a significant public safety problem, which we call "Going Dark."

The summit brought together chiefs, investigators, and subject matter experts to explore legal, technical, and operational issues associated with the issues surrounding the gathering and use of data related to communications and mobile devices.

Those of us who are charged with protecting the public aren't always able to access the evidence needed to prosecute crimes and prevent terrorism. We have the legal authority to intercept and access communications and information pursuant to appropriate legal processes, but often lack the technological ability to do so. In other words, data and communications are "going dark" for law enforcement.

There are two overlapping challenges of Going Dark: (1) interception of real-time information from "data in motion" such as phone calls, emails, and live chat sessions and (2) access to "data at rest," which includes data—emails, text messages, photos, and videos—stored on computers, cellphones, tablets, flash drives, and other digital devices. These challenges are becoming increasingly prevalent; more and more often, both real-time communication and stored data

Law enforcement simply needs to be able to lawfully access information that has been duly authorized by a court in the limited circumstances prescribed in specific court orders—information of potentially significant consequence for investigations of serious crimes and terrorism.

are being encrypted, making them inaccessible to law enforcement.

This is not about seeking broad new surveillance capabilities above and beyond what is currently authorized by the U.S. Constitution or by lawful court orders, nor are we attempting to access or monitor the digital communications of all citizens. Law enforcement simply needs to be able to lawfully access information that has been duly authorized by a court in the limited circumstances prescribed in specific court orders—information of potentially significant

consequence for investigations of serious crimes and terrorism.

There are technological issues, such as the encryption capabilities that are being built into new digital devices, but there are also legal and policy issues, such as the Communications Assistance for Law Enforcement Act (CALEA), which needs to be updated to incorporate new communications technologies.

Critical investigations increasingly rely on digital evidence lawfully captured from smartphones, tablets, and other communications devices. Law enforcement's inability to access these data—because we cannot break the encryption algorithm resident in the device, the device does not fall under CALEA, or the developer has not built the access routine—means that lives may well be at risk or lost and guilty parties remain free.

We respect the public's right to privacy and the legal and constitutional provisions that are designed to ensure civil rights and civil liberties of citizens, but these issues surrounding the gathering and use of data related to communications and mobile devices must be addressed to ensure safety and security.

A lot of ground was covered during the summit, and everyone shared ideas for moving forward. We are now in the process of working on developing recommendations for action. We look forward to sharing these recommendations in order to better assist local, state, and federal law enforcement agencies as they address encryption issues during criminal investigations. ❖



***Richard Beary, Chief of Police,
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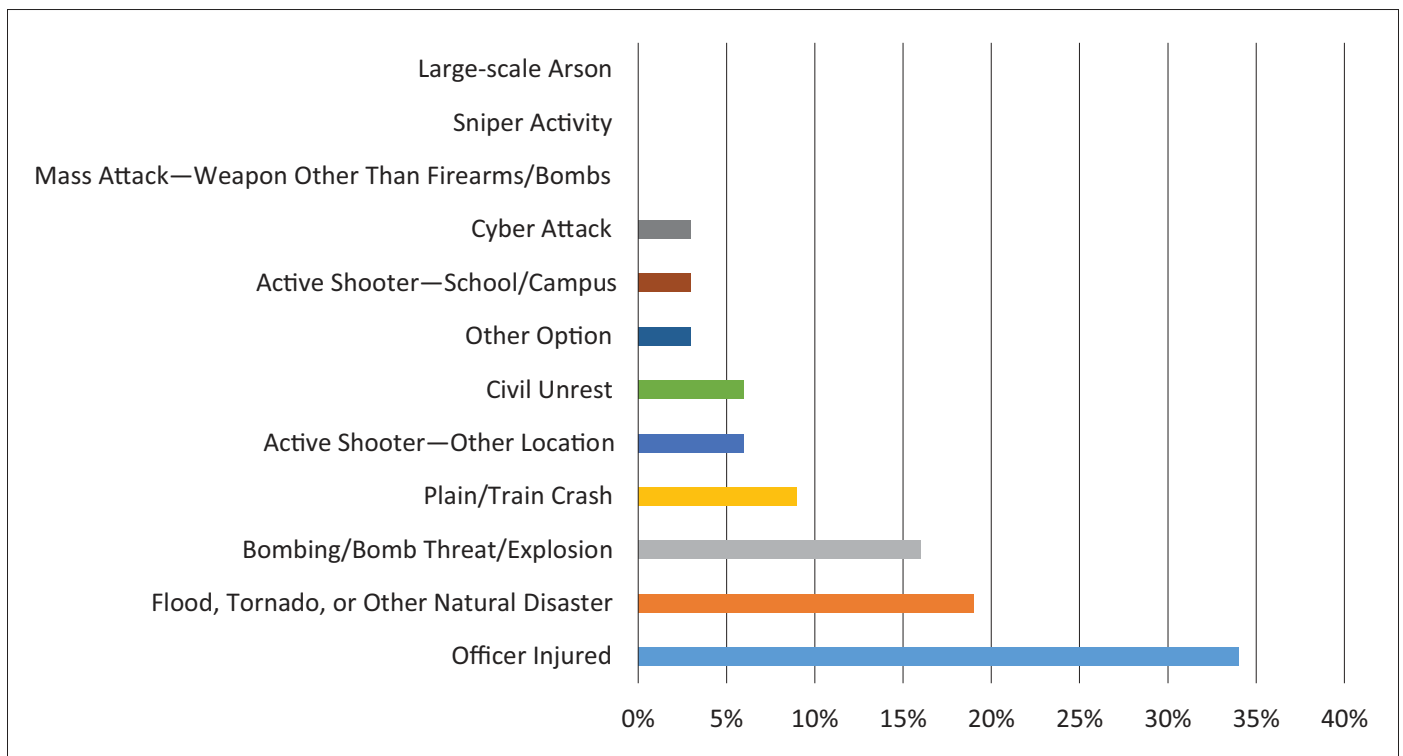
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THE DISPATCH

Police Chief knows that many of the best ideas and insights come from IACP members who serve their communities every day. The Dispatch is an opportunity for members and other readers to share their wisdom, thoughts, and input on policing and the magazine.

MEMBERS SPEAK OUT

In February, *Police Chief* asked our readers what critical incidents their agencies had faced in the past two years. Here are the results.



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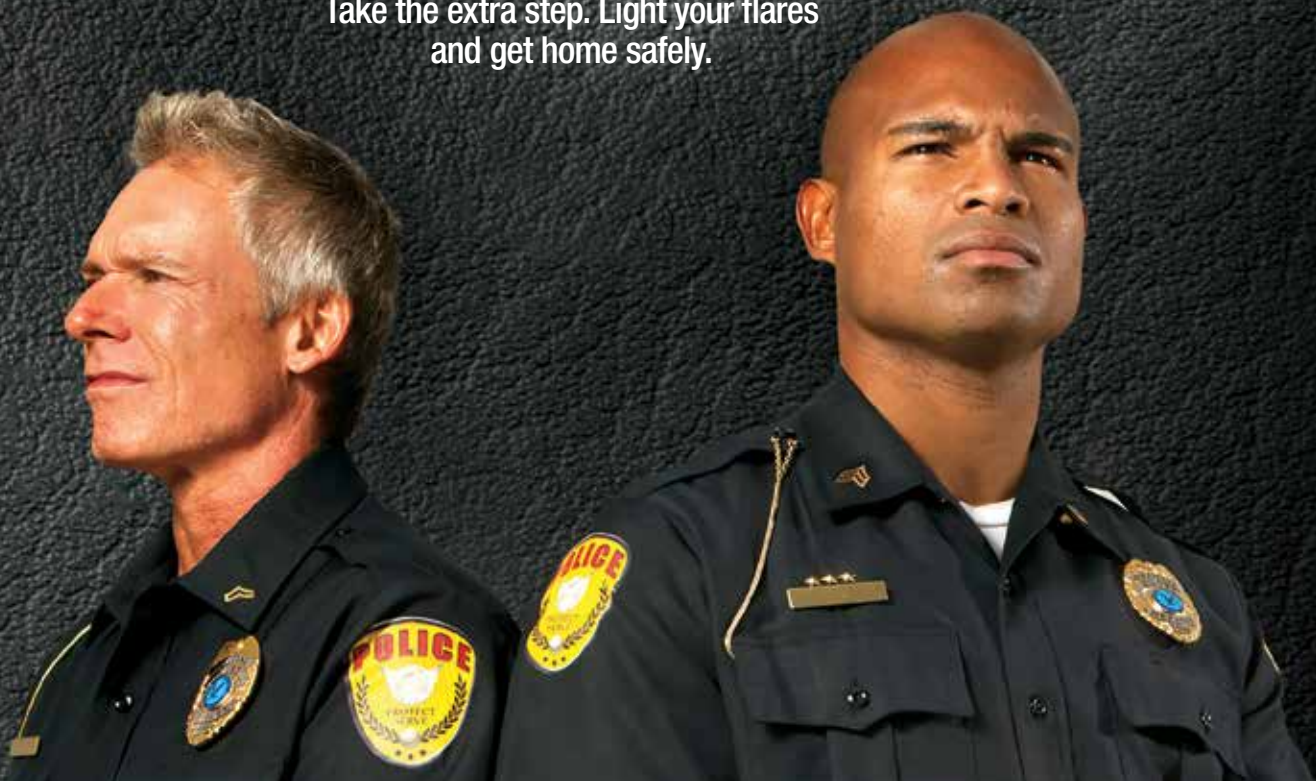
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IACP President Richard Beary Testifies before U.S. Congress on Issues of Importance to Law Enforcement



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

On March 18, 2015, IACP President Richard Beary testified before the U.S. House of Representatives Homeland Security Subcommittee on Oversight and Management Efficiency regarding the potential threat posed by unmanned aerial systems (UAS), the need for guidance and best practices for law enforcement mitigation of UAS, and the need for training on mitigation techniques. President Beary discussed the great benefits UAS can have in aiding in law enforcement operations, but also highlighted the potential danger they can present if they get into the wrong hands. President Beary proceeded to offer suggestions on how the U.S. federal government can help provide guidance for law enforcement officers on what they should do when they encounter a UAS. To read a copy of President Beary's testimony

or watch the hearing proceedings, visit <http://homeland.house.gov/hearing/subcommittee-hearing-unmanned-aerial-system-threats-exploring-security-implications-and>.

IACP President Richard Beary Testifies at Hearing on Information Sharing

On February 26, 2015, IACP President Richard Beary testified before the U.S. House of Representatives Homeland Security Subcommittee on Counterterrorism and Intelligence on federal, state, and local information sharing. In his testimony, President Beary provided an assessment of current efforts and future needs. President Beary acknowledged that great strides have been made in terms of collaboration, information, and intelligence sharing among federal, state, tribal, and local law enforcement agencies; however, it is also evident that more can be done. President Beary went on to discuss the need for law enforcement to gain access to certain information and evidence to prosecute crimes and prevent terrorism. Critical investigations increasingly rely on digital evidence lawfully captured from smartphones, tablets, and other communications devices. Law enforcement's inability to access these data means that lives may well be at risk or lost and that guilty parties may remain free. To read a copy of President Beary's testimony or watch the hearing proceedings, visit <http://homeland.house.gov/hearing/subcommittee-hearing-addressing-remaining-gaps-federal-state-and-local-information-sharing>.

IACP Holds Webinar on Task Force on 21st Century Policing Report

On March 20, 2015, the IACP held a members-only webcast to discuss the recently released report of U.S. President Obama's Task Force on 21st Century Policing and how it could affect law enforcement agencies. An in-depth policy and operational analysis and interpretation of the task force's report were presented by Hassan Aden, IACP Director of Research and Programs; James Baker, IACP Director of Law Enforcement Operations and Support; and John Firman, IACP Director of Development. In case you missed the webcast, a recorded copy has been made available on the Protect and Serve webpage at www.theiacp.org/protectandserve.

IACP Opposes Consolidation of FEMA Grant Programs

The U.S. president's Fiscal Year (FY) 2016 budget proposes to consolidate 16 of the Federal Emergency Management Agency's (FEMA's) state and local preparedness grant programs, like the State Homeland Security Grant Program (SHSGP) and Urban Area Security Initiative (UASI), into one grant program called the National Preparedness Grant Program (NPGP). The U.S. president proposed NPGP in his FY 2013, FY 2014, and FY 2015 budgets. The IACP, along with several other law enforcement and local government stakeholder groups, sent letters to U.S. Congress to express its concerns over the proposed NPGP program and the consolidation of FEMA's existing grant programs. To read copies of the letters sent to the U.S. House of Representatives and U.S. Senate Committees on Appropriations, visit www.theiacp.org/Portals/0/documents/pdfs/SenateAppropriationsNPGPLetter%20.pdf and www.theiacp.org/Portals/0/documents/pdfs/HouseAppropriationsNPGPLetter%20.pdf.

IACP Speaks Out About Automated License Plate Recognition Technology

Discussions continue on Capitol Hill about law enforcement's use of automated license plate recognition (ALPR) tools, including ways to limit or ban law enforcement's use of this technology. The IACP sent letters to U.S. House and Senate leadership in order to try to thwart an attempt to add harmful amendments to the FY 2016 appropriations bills. As you may recall, there was an amendment offered last year to the U.S. House of Representatives FY 2015 Transportation Appropriations bill that would have prohibited federal funds from being used to purchase and acquire automatic license plate readers or any camera that collects or stores vehicle license plate numbers. This amendment was ultimately stripped out of the bill, and the IACP advocated heavily against this amendment. To view a copy of the letter the IACP and other stakeholder groups sent, visit www.theiacp.org/Portals/0/documents/pdfs/LawEnforcementLPRLettertoCongressMarch2015.pdf. ❖



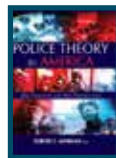
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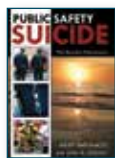
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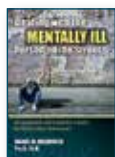
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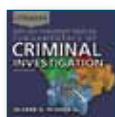
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Body-Worn Cameras: For Both the Department and the Public's Protection

In Indiana, the West Lafayette Police Department implemented the use of body cameras for its officers last September. Chief Jason Dombkowski began researching the technology a year earlier as part of a master's degree program in Technology, Leadership & Innovation he was pursuing at Purdue University. His research included interviews with several vendors, along with field research that he conducted with his officers. Together, they tested an array of different products while on the job. Additionally, they researched policies related to implementation, privacy rights, and the legality of storing and retaining data.

But it was the lengthy lead-up to official implementation that Dombkowski believes was of the greatest benefit. "We had done such a long testing and evaluation of different camera systems," he recalled, "[that] when it actually did come to fruition and we kicked it off, there wasn't even that much of a big buzz here internally. There was no resistance to it, because we had [gathered] so much input for how we rolled it out, that it cut all of the resistance off right at the knees internally. We just took a long time to do it, and I think we did some things better because of the length of time."

The manufacturer of the camera that the West Lafayette Police Department ultimately chose is VIEVU, the largest police body-worn camera vendor in the world. Storage, though, was of pressing concern early on. What law enforcement has seen, particularly in the past year, are more cameras deployed and more videos recorded, and all of that footage is being retained for far longer than police departments have kept footage in the past. This explosive growth has prompted a lot of departments to look for alternatives to storing video in their own data center.

One option for data storage is enterprise cloud platforms. The barrier to doing this in the past has been the security requirements the FBI puts on such storage through their Criminal Justice Information Services, or CJIS, policy. CJIS governs the data that law

by Teddy Durgin

enforcement agencies get from the bureau. In the past, there wasn't a cloud provider that could deliver cloud services, like storing video, in a way that met the hundreds of security protocols required by the FBI.

"This is where the connection between Microsoft and VIEVU is so important," stated Richard Zak, Director of Justice and Public Safety Solutions for Microsoft's U.S. State and Local Government team. "In December, Microsoft launched Azure Government, a government-only cloud platform that supports compliance with the FBI's Criminal Justice Information Services policy. That has unlocked the cloud for use by U.S. law enforcement because it extends the compliance they have with their own systems into systems and storage they would put in the cloud with Microsoft. VIEVU has partnered with Microsoft not only to provide the body-worn cameras, but to do it with a storage service built on Microsoft's Azure Government platform."

The VIEVU cameras, which are about the size of a pager, hold up to 12 hours of video. Unless flagged for investigation or prosecution, the footage is kept in storage for 180 days. In Indiana, for cases under prosecutorial review, the video footage is not allowed to be released to the public until the prosecutor deems that it can be released. "So," Dombkowski noted, "the entire time a court case is going on, we're covered from having to release that video unless we so choose."

To be sure, there has been a learning curve for many officers as these cameras have become standard equipment. Patrol officers have had to learn to get into the habit of turning the cameras on as they do not record automatically as is the case with squad car cameras that are activated the instant the overhead light comes on in the vehicle.

The general rule of thumb that Dombkowski has tried to impart is "when in doubt, officers should record. Officers are encouraged, but not required to announce they are recording. We thought it was important that there is officer discretion...and the department acknowledges that recording may not be possible, safe, or practical in every situation. But if an officer fails to activate the [camera], fails to record the entire contact, or interrupts the recording, the officer shall document on camera or in writing why a recording was not made, was interrupted, or was terminated."

He continued, "I have seen a couple of reports that have landed on my desk where officers have deviated from that, and that has been in sexual assault cases or dealing with victims, or, on occasion, where people want to offer us information anonymously about a crime... generally in drug investigations."

Early users of the technology cite a number of benefits, ranging from documenting evidence to strengthening police accountability to preventing and resolving complaints brought by members of the public.

Early users of the technology cite a number of benefits, ranging from documenting evidence to strengthening police accountability to preventing and resolving complaints brought by members of the public. West Lafayette's implementation last fall came only a few months after the International Association of Chiefs of Police (IACP) hammered out a model policy for body cameras and just a few weeks after the Police Executive Research Forum (PERF) issued a lengthy report on the practice.

West Lafayette and Bloomington, home of Indiana University, subsequently became the first two Indiana cities to fully implement body cameras for their police forces. Dombkowski and his department decided to use the cameras because in almost every call for service to the department, there is a high probability that the actions and words of cops are on video from someone's mobile phone or other handheld device. Such footage can tell a different and even skewed story depending on when the video starts and when it stops. The body camera footage, by contrast, can show a more extended and complete record of each incident.

"Our video doesn't tell a two-minute segment or a 30-second sound bite, it tells the whole story," the chief stated. "I can tell you that our officers, for the last several years, are used to going—specifically, in our bar district—where there are a lot of college students. And they're all rolling video on every call for service that our officers go on. We know we're being videotaped every time we go on a call for service. So, why aren't we rolling our own?"

In this regard, the technology has already paid off big time in one major instance. Dombkowski recalled, "We were served with a lawsuit from a guy we arrested, a grad student. We pulled the video on it. We just happened to have it from October 2013, the first month we started [testing] body cameras. One officer on the scene there had a body camera, and that footage was rather telling. In fact, I had to release it to the media through a Freedom of Information Act request, because it had been adjudicated through the courts. The suspect had some video that he shot before he was arrested with a smartphone, but we suspect he filed a complaint not knowing the West Lafayette Police Department had its own video footage of the entire incident."

The incident resonated through the department's patrol ranks. "That one incident can win over a patrol force," stated Dombkowski. "But, mind you, our officers didn't have a lot of resistance to begin with. This was more 'proof of concept.' We're getting sued here, and we have our story to tell from a certain angle rather than somebody else's smartphone rolling from 40 feet away."

"One of the things that we really liked about the camera system and the company we chose is the inability of officers, while using the software, to manipulate or delete the video. That was a big factor for us to go with that platform."

—Chief Jason Dombkowski

Nevertheless, there are a number of concerns that police departments must address prior to implementing video as a means of police reporting. Chiefly, there are citizen privacy issues—instances where the cameras will indeed be capturing victims in traumatic experiences, often in their own homes. Privacy considerations must be balanced against the need for greater police transparency and evidence collections. West Lafayette police have said they will honor the request of a resident not to be recorded as long as there is no search of his or her residence being done and that there is no police action such as an arrest occurring.

Domkowski said, “One of the things that we really liked about the camera system and the company we chose is the inability of officers, while using the software, to manipulate or delete the video. That was a big factor for us to go with that platform. The software does not allow for that, and that protects the integrity of the download. What we don’t currently have is the capability to wirelessly download straight from the body camera when the officer arrives right at the station so he or she doesn’t have to plug that in and do it manually. I think that’s the next step, and we’ve seen that with dash-cam video for quite some time now. Hopefully, we’ll get there with technology and with our budget.”

As one of the first police departments in his state to successfully implement the body-worn cameras, Dombkowski said he and his staff have been fielding their fair share of calls from other law enforcement agencies to gain a firmer grasp as to how they can be used. He wholeheartedly recommends going this route. “I think you start by asking police departments across the country: ‘How many calls for service do you go on per day?’ And then, ‘How many of those calls for service do you think somebody is rolling video on?’ Let the officers answer that question, in my view.”

He concluded, “We have this merging of technology and social issues that we have maybe not seen before in law enforcement. I can’t think of another piece of technology that has come along that has offered an immediate partial solution for a social issue that is being raised. These are interesting times we are living in...This is here to stay. Embracing this buys you a lot of credibility in your community.”

Zak added, “We see so many departments across the country mandating that, by a certain date, all of their officers will have body-worn cameras as they interact with citizens. With that growth of cameras comes the growth of data and an even larger requirement not only to store that video in a scalable platform like the cloud, but to do it in a way that respects all of the security obligations that a department has.”

For police departments, body-worn cameras make the difference. Introducing video to police reporting can present a host of policy, data management, and analytics questions. The Microsoft Cloud for Government can help with the answers.

Download the Police Body-Worn Cameras Policy Guide:

<http://aka.ms/bodyworncameras>



Hyped-Up and Over-Stimulated: Safety Concerns of Energy Drinks and Dietary Supplements

By Rana Parker, MPH, RDN,
Dietitian, Los Angeles Police
Department

Nearly half of all U.S. residents take one or more dietary supplements, often with the intention to improve their health and well-being. However, a growing number of individuals, including those in law enforcement and public safety, are taking a variety of pills, powders, and liquids that go far beyond the standard vitamins and minerals, lured by labels promising dramatic weight loss, massive muscle gains, and explosive energy.

U.S. consumers spend approximately \$32 billion annually on dietary supplements—a broad category of products that includes vitamins, minerals, amino acids, botanicals, extracts, metabolites, concentrates, constituents, and other dietary substances used to supplement a person's diet.¹ Yet consumers of dietary supplements are not always benefitting from their investment; in fact, rather than improving their health, an increasing number of supplement users have suffered adverse reactions, including those as severe as liver failure, heart attacks, and death. In the past 10 years, cases of drug-induced liver failure (some requiring liver transplants) attributed to dietary supplements have increased from 7 percent to 20 percent—a seven-fold increase in the actual number of cases.²

Risks for Law Enforcement

For law enforcement personnel, simply maintaining health and well-being is not enough; their day-to-day survival may depend on their strength, fitness, and mental alertness. It makes sense that dietary supplements promising to fight fatigue, increase energy, promote fat loss, or build muscle might be very enticing to officers; unfortunately, these are the very types of supplements that are commonly tainted with illegal drugs and other unapproved, dangerous ingredients.

For example, a popular pre-workout supplement, Jack3d, promised "Ultra-Intense, Muscle-Gorging Strength, Power & Endurance."³ Unfortunately, that strength, power, and endurance came

from dimethylamylamine (DMAA), a powerful and dangerous stimulant not approved for use as a dietary supplement.

In 2012, the U.S. Food and Drug Administration (FDA) issued warning letters to companies that made products containing DMAA, requesting removal of the product or reformulation. Most companies complied; however, as of 2013, the FDA had received 86 reports of adverse events from products containing DMAA, including heart problems, psychiatric disorders, nervous disorders, and death.⁴

Regulation of Dietary Supplements

In the United States, the 1994 Dietary Supplement and Health Education Act (DSHEA) changed how supplements were regulated.⁵ The act amended the Federal Food, Drug, and Cosmetic Act, thus allowing most dietary supplements to be marketed and sold without proof of safety or efficacy. The DSHEA law was amended in 2007 to require supplement manufacturers to follow "good manufacturing practices" (GMP) to better ensure the identity, purity, composition, and quality of its products.⁶ However, the U.S. government has very little power to remove supplements from the market; it often takes years to obtain enough proof to show that a supplement or supplement ingredient meets the criteria for removal, as was the case with DMAA.

Potentially Risky Supplements

With the current regulation of dietary supplements, any product in that category has the potential to pose a health risk. In 2008, 201 people became ill after taking a liquid supplement of the mineral selenium; FDA tests showed the product contained more than 200 times the amount of selenium listed on the label.⁷

More commonly, dietary supplements are tainted with substances that do not qualify as dietary ingredients. These substances have included FDA-approved medications and illegal drugs. According to the FDA, three major categories of supplements are commonly tainted with such ingredients: bodybuilding, weight loss, and sexual enhancement supplements. These products pose a potential risk to all users, including those who work in law enforcement. But law enforcement officers may face the additional risk

of inadvertently taking a product that contains illegal substances, such as synthetic steroids or illegal stimulants, which, depending on the policies of their department, could risk their health and their career.

The following are just a few examples of tainted supplements and their adverse effects:

Bodybuilding. Supplements that promise massive muscle gains, offer an "alternative" to steroids, or contain pro-hormones or testosterone boosters may get their juice from illegal steroids, and such ingredients are likely not listed on the label. Steroid use can cause serious health problems including acute liver damage, altered male fertility, mood disorders, heart attack, stroke, and death.⁸

Weight loss. These supplements are frequently tainted with controlled substances such as sibutramine, a drug that was removed from the U.S. market due to health and safety risks. In the first six months of 2014, the FDA had issued warnings of 19 weight loss supplements that contained either sibutramine or the active ingredients of prescription and over-the-counter drugs. Several of the tainted supplements contain fluoxetine, a medication often used for treating depression.⁹

Sexual enhancement. About one-third of these types of supplements contain a hidden drug component such as sildenafil (the active component in Viagra) and several other prescription drugs. In the first six months of 2014, 20 products have been identified as containing such unlabeled drugs. Those who unknowingly take sildenafil may suffer serious consequences including low blood pressure due to interactions with other medications.¹⁰

Illegal stimulants. Stimulants have been detected in products sold as dietary supplements, which carry the risk of serious heart problems. For example, the pre-workout supplement Craze was found to contain an analog of methamphetamine that was not disclosed on the product label.¹¹ Users reported increased heart rates, excessive energy, and an ability to "hit the gym for hours" after taking the product.¹² While that may sound enticing to many officers looking to stay fit for the job, working out excessively beyond normal limits increases the risk of injury and may push an

individual's heart rate and blood pressure to dangerous levels.

Energy Drinks

Perhaps more risky than other supplements because of their prevalence are energy drinks, which, unlike in many other countries, are widely available in the United States without restrictions or warning labels. Since energy drinks entered the U.S. market in 1997, the consumption of energy drinks has increased dramatically. Estimates of energy drink usage range between 24 percent and 57 percent of adolescents and young adults.¹³

In many law enforcement patrol divisions, energy drinks appear nearly as ubiquitous as strong coffee. This is not surprising since the target demographic for energy drinks overlaps with the typical law enforcement demographic: males, especially those under 30 years of age, and people who are fatigued or fitness-oriented. Currently, 17 percent of U.S. adults consume energy drinks, and companies who make these products are looking to increase their market share by increasing the frequency of use and targeting older consumers.¹⁴

Law enforcement officers, who are frequently fatigued and want to maintain physical fitness, often find caffeinated energy drinks helpful. Several studies show that energy beverages, especially those containing carbohydrates, may improve mood and mental performance.¹⁵ A recent study assessing the effects of an energy shot on mood and cognition showed it improved attention and memory in those who were sleep-deprived.¹⁶ Another study done during firefighter training showed reductions in stress and anxiety, along with improved memory and grip strength, when participants consumed an energy drink containing both sugar and a relatively low dose of caffeine (40–80 mg).¹⁷

While other beverages are classified as food, and, therefore, must follow the stricter guidelines of the Nutrition Labeling and Education Act, energy drinks are generally classified as dietary supplements. As such, most (although not all) energy drinks do not go through any pre-market approval process, don't have standardized serving sizes, and may contain additives that have not been approved for safety or efficacy.¹⁸

Risks of Energy Drinks

The consumption of energy drinks has been associated with several risk-taking behaviors, including alcohol consumption, sexual risk-taking, driving under the influence, illicit drug use, fighting, and failure to use seat belts.¹⁹ Perhaps more importantly, several studies have confirmed the association of increased alcohol dependence and frequent consumption of energy drinks.²⁰

Beyond risk-taking behaviors and alcohol dependence, adverse health effects ranging from mild to severe have occurred after energy drink consumption, with increasing numbers severe

enough to warrant medical attention. According to the Drug Abuse Warning Network, emergency department visits related to energy drink consumption more than doubled from 2007 to 2011 (from 10,068 to 20,783).²¹

The FDA collects reports about adverse health events related to supplements, including energy drinks. According to these reports, some of the adverse events include convulsions, anxiety, elevated heart rate, chest pain, cardiac arrest, stroke, vomiting and abdominal pain, respiratory distress, and occasional instances of worsening psychiatric problems, including bipolar disorder, suicidal ideation, and one suicide. Between January 2004 and October 2012, the following were reported for specific energy drinks:

- 5-Hour Energy: more than 50 reports of adverse health events related to 5-Hour Energy shots, including 13 deaths, 18 life-threatening illnesses, and more than 30 serious medical events or hospitalizations.
- Monster Energy Drink: 5 deaths, 5 life-threatening conditions, and 17 serious events or hospitalizations.
- Red Bull: no deaths, 2 life-threatening conditions, and 7 serious events or hospitalizations.²²

Although much is known about caffeine, one of the main ingredients in energy drinks, the same cannot be said about the other ingredients in energy drinks. Therefore, it's difficult to determine safe levels of consumption. Also unknown are the effects of the combination of ingredients in energy drinks. Reports of adverse effects from energy drinks, at least in otherwise healthy people, usually occurred when multiple servings were consumed or when the drinks were consumed in combination with other drugs or alcohol.²³ A few case studies support this correlation.

- A 36-year-old man suffered liver failure and required a liver transplant, which doctors attributed to long-term energy drink consumption (every day for a year).²⁴ This person regularly consumed three 16-ounce cans (six 8-ounce servings) of Rockstar per day.
- A 28-year-old man suffered a cardiac arrest after a day of motocross racing; he had consumed seven to eight cans of a caffeinated energy drink throughout the day.²⁵
- Another 28-year-old man died after consuming three cans of a 250 mL energy drink before a basketball game.²⁶

Causes behind Energy Drinks' Adverse Effects

The reasons that energy drinks cause serious adverse effects in those who consume them are unclear. Some of the problems can be traced to caffeine toxicity.²⁷ But it's more than just the caffeine because users of energy drinks experience problems that consumers of coffee and tea don't seem to experience when consuming similar amounts of caffeine. Researchers and health professionals are still debating the

RECOMMENDATIONS FOR SAFE ENERGY DRINK USE

- » Limit consumption of energy beverages to no more than one can per day (500 mL).
- » Do not mix energy beverages with alcohol.
- » Do not use energy beverages as sports drinks.
- » If you have high blood pressure, avoid energy beverages.
- » Report any adverse effects from energy beverages.

HOW TO REPORT ADVERSE EFFECTS OF DIETARY SUPPLEMENTS

- » www.fda.gov/Safety/MedWatch
- » www.fda.gov/Food/DietarySupplements/ReportAdverseEvent/default.htm

Source: John P. Higgins, MD, MPhil, Troy D. Tuttle, MS, and Christopher L. Higgins, BHMS (ExSc), "Energy Beverages: Content and Safety," Mayo Clinic Proceedings 85, no. 11 (2010): 1033–1041.

reasons for this difference, with several theories. Two common theories involve interactions and misinformation.

Interactions: Ingredients such as taurine and gaurana may negatively interact with medications taken by consumers, including those that contain lithium. Rapid consumption energy drinks, especially energy shots, are generally consumed much quicker than coffee or tea.

Lack of information and poor labeling: Consumers may inadvertently take more caffeine than they realize. Caffeine content is not required to be listed on dietary supplements; the actual quantity of caffeine and other ingredients may be hidden under "energy blend," and even if listed, the quantity may be incorrect.

Use of Other Dietary Supplements

Although this article focuses on risky dietary supplements, not all supplements pose health risks, and some may be beneficial. For example, vitamin and mineral supplements can be critical for those who suffer deficiencies. For those who wish to take dietary supplements, there are ways to limit adverse side effects and find safe, quality products.

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- Determine safety, effectiveness, and benefits of supplements through reliable resources (medical professionals, WebMD, etc.).
- Look for supplements that have been independently tested by reliable organizations.
 - ▶ U.S. Pharmacopeial Convention (www.usp.org)
 - ▶ NSF International (www.nsf.org)
 - ▶ Informed Choice (www.informed-choice.org)
- Avoid categories of supplements known to commonly have contaminants.

Conclusion

While some supplements are beneficial for certain people under certain conditions, other supplements can range from worthless to dangerous. Unfortunately, it is often difficult for consumers to know the difference. Under current laws and regulations, the government carries the burden to prove that a supplement is unsafe before issuing a recall. Even after FDA recalls, new evidence shows that a large percentage of supplements adulterated with pharmaceuticals still contain the exact same adulterant nearly three years post-recall and remain available for purchase to the unknowing consumer.²⁸

To reduce the risk of taking unsafe or illegal substances, law enforcement officers should choose products tested by independent organizations and avoid categories of supplements that pose a high risk of contamination. ♦

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IACP's Center for Officer Safety and Wellness

focuses on all aspects of an officer's safety, health, and wellness, both on and off the job. Topics that the Center covers range from mandatory vest and seatbelt wear polices to nutrition recommendations and wise financial decision making. The Center wants to ensure that law enforcement professionals have the resources they need to remain healthy and safe.

RESEARCH IN BRIEF

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

Motor Vehicle Safety for Law Enforcement Officers—Still a Priority

By Hope M. Tiesman, PhD, Research Epidemiologist, National Institute for Occupational Safety and Health, Morgantown, West Virginia, and Rebecca Heick, PhD, Assistant Professor of Public Health, MCPHS University, Boston, Massachusetts

Between 2013 and 2014, the number of officers who died in the line of duty increased by 24 percent. In 2014, 50 officers were killed in firearm incidents, and 49 died due to motor vehicle events.¹ In the last decade, one officer a week, on average, has been killed on U.S. roads (2005–2014 = 61.9 deaths annually).²

Even though motor vehicle crashes are a leading cause of job-related deaths among law enforcement officers, data on motor vehicle injury and crash trends are scant. The National Institute for Occupational Safety and Health (NIOSH) embarked on a comprehensive state-wide study of motor vehicle safety among law enforcement officers to better understand these issues. The study was conducted in one state (Iowa); however, the results and recommendations are useful to law enforcement leaders across the United States.

A State-Based Study

In 2011, 136 agencies were randomly selected for the study from a list of all Iowa law enforcement agencies, stratified by type (municipal, state patrol, sheriff) and size. Of those 136 agencies, 60 agencies (44 percent) participated, representing 1,466 officers. Surveys were distributed by agency leadership and returned to researchers using a self-addressed stamped envelope; individual officer response rate was 79 percent (1,157 responses). The survey

included questions on occupational characteristics, motor vehicle training, safety practices and perceptions, and motor vehicle crashes (MVCs) and “struck-by” events in the last three years.

Key Findings

Most officers believed driver training was critical to their safety (96 percent); however, only half of the respondents believed that academy-provided driver training adequately prepared young officers to safely function in the field, and only 12 percent believed the average academy recruit had driving skills sufficient to safely operate a law enforcement vehicle. Additionally, only 29 percent of the officers received annual motor vehicle training. Hands-on training, such as pursuit driving, was reported about one-third of the time. While most officers reported having a motor vehicle policy, such as general operations or standard operating procedures, only 66 percent had received any training on the actual policy. The least common elements of written motor vehicle policies were speed restriction when using lights or sirens (27 percent of policies) and cellphone use restrictions (39 percent).

MVCs and struck-by events were reported as common. In the prior three years, 20 percent of the officers had at least one MVC, and 16 percent reported being struck by or nearly struck by a passing motorist. Most of the reported MVCs occurred during daylight (49 percent), in clear weather (70 percent), during non-emergency responses (64 percent), and at speeds lower than 50 mph (79 percent). Additionally, non-fatal roadside incidents mostly occurred during daylight (60 percent) and in clear weather conditions (60 percent). Nearly half of the non-fatal roadside incidents occurred during traffic stops (47 percent).

Finally, 81 percent of officers reported wearing a seat belt “all of the time,” but only 8 percent

of officers reported wearing reflective gear while outside their patrol cars on highways.

Recommendations

Motor Vehicle Training

Agencies could consider providing more opportunities for motor vehicle training and provide officers with more hands-on experience. A study by the California Commission on Peace Officer Standards and Training (CalPOST) found that behind-the-wheel training resulted in the fewest collisions when conducted every two years.³ Also, since many officers felt that academy-provided driver training was insufficient, states and agencies could conduct analyses of their current training programs to assess the consistency and effectiveness of their motor vehicle training efforts. Expanding hours of motor vehicle training and providing more hands-on training may be warranted.

Use of Personal Protective Equipment

In this study, reported seat belt usage was high. Agencies should strive for 100 percent seat belt use by implementing strong policies and supporting officers in the wearing of seat belts. Recently, the United States’ largest police unions and a coalition of major city police chiefs called all agencies to implement mandatory seat belt use.⁴ The use of reflective gear was very low; wearing high-visibility vests can significantly reduce an officer’s chances of being struck on the roadway.⁵ Agencies should encourage officers to wear high-visibility apparel whenever they work in the vicinity of moving vehicles.

Motor Vehicle Policy

An uncommon component of motor vehicle policies was cellphone restrictions. Research among commercial drivers shows that cellphone use is associated with an increased crash risk.⁶ Agencies should consider implementing policies that reduce distractions in patrol cars by restricting the use of cellphones while officers are driving.

Another uncommon component was speed restriction. Both the National Highway Traffic Safety Administration and CalPOST found that “driving too fast for conditions or in excess of posted speed” was a leading factor in many

Even though motor vehicle crashes are a leading cause of job-related deaths among law enforcement officers, data on motor vehicle injury and crash trends are scant.

officer-involved crashes.⁷ Agencies could implement and enforce policies that restrict excessive speed.

Motor Vehicle Safety Culture

Experienced officers were less likely to have had an MVC and more likely to use safe driving techniques than those with less law enforcement experience. Mentoring programs may help to change driving culture, and formal mentoring programs in law enforcement have led to higher job satisfaction and a stronger work ethic in those mentored.⁸ Agencies should also consider adding personal testimonies of officers who have been involved in MVCs into their motor vehicle training like those used in such programs as Below 100, since personal stories have been shown to have a large impact.⁹

Motor vehicle-related events have prompted some agencies to make significant changes to their motor vehicle policies and training in an attempt to change their driving culture. One such agency is the Las Vegas Municipal Police Department, whose crash prevention program's impact on MVCs and related injuries and costs is currently being evaluated through a jointly funded effort by the National Institute of Justice and NIOSH.

Action Items

- Encourage or require seat belt use.
- Provide periodic motor vehicle training.
- Include personal testimonies of officers who have been involved in MVCs into motor vehicle training.
- Add cellphone restrictions and speed restrictions into current written motor vehicle policies.
- Encourage or require officers to use reflective gear while working in the vicinity of moving vehicles. ♦

This project was supported by the National Institute for Occupational Safety and Health, Centers for Disease Control and Prevention. The full report can be found online at www.cdc.gov/niosh/docs/2015-101.

Notes:

¹National Law Enforcement Officers Memorial Fund (NLEOMF), *Preliminary 2014 Law Enforcement Officer Fatalities Report*, <http://www.nleomf.org/assets/pdfs/reports/Preliminary-2014-Officer-Fatalities-Report.pdf> (accessed January 5, 2015).

²NLEOMF, "Causes of Law Enforcement Deaths," <http://www.nleomf.org/facts/officer-fatalities-data/fatalities.html> (accessed January 5, 2015).

³California Commission of Peace Officer Standards and Training (CalPOST), *POST Driver Training Study* (Sacramento, CA: CalPOST, 2009).

⁴Kevin Johnson, "Police Union, Chiefs Call for Mandatory Armor, Seat Belts," *USA Today*, November 20, 2014, <http://www.usatoday.com/story/news/nation/2014/11/20/mandatory-armor-seat-belts/19326349> (accessed March 4, 2015).

⁵Federal Highway Administration, Worker Visibility, 23 CFR 634 (2007), http://edocket.access.gpo.gov/cfr_2007/aprqttr/pdf/23cfr634.4.pdf (accessed March 4, 2015).

⁶Federal Motor Carrier Safety Administration (FMCSA), *Synthesis of Literature Relating to Cellular Telephone/Personal Digital Assistant Use in Commercial Truck and Bus Operations* (April 2011), <http://ntl.bts.gov/lib/51000/51200/51275/Cell-PDA-Use-in-Commercial-Truck-and-Bus-Operations.pdf> (accessed March 4, 2015).

⁷National Highway Traffic Safety Administration (NHTSA), *Characteristics of Law Enforcement Officers' Fatalities in Motor Vehicle Crashes* (January 2011),

<http://www-nrd.nhtsa.dot.gov/Pubs/811411.pdf> (accessed March 4, 2015); CalPOST, *POST Driver Training Study*.

⁸Harvey Sprafka and April H. Kranda, *Best Practices Guide: Institutionalizing Mentoring into Police Departments* (Alexandria, VA: International Association of Chiefs of Police), <http://www.theiacp.org/Portals/0/pdfs/Publications/BP-Mentoring.pdf> (accessed March 4, 2015.)

⁹Mitch Ricketts et al., "Using Stories to Battle Unintentional Injuries: Narratives in Safety and Health Communication," *Social Science & Medicine* 70 (2010): 1441–1449.



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Pursuing Fleeing OUI Suspects into Dwellings

By John M. (Jack) Collins, Attorney

It would be unfortunate if suspected drunk drivers could simply race home and escape arrest by claiming some form of sanctuary. However, this is not the case, as the police may pursue an individual, especially one suspected of driving under the influence, into his or her home or garage to complete an arrest that was interrupted when a suspect decided to flee.¹ A warrantless search of a dwelling is particularly subject to constitutional scrutiny.² As the U.S. Supreme Court noted in *Payton v. New York*, “the Fourth Amendment has drawn a firm line at the entrance to the house. Absent exigent circumstances, that threshold may not be crossed without a warrant.”³ Many cases involve a claim that an arrest violated the Fourth Amendment because the police did not have a warrant, nor were there exigent circumstances to justify a warrantless entry into the home to effect the arrest, with the defense relying particularly on *Payton*.⁴

The prosecution in these cases usually rely on *United States v. Santana*, in which the Supreme Court held that “a suspect may not defeat an arrest which has been set in motion in a public place, and is therefore proper under [*United States v. Watson*], by the expedient of escaping to a private [home]”, to legitimize the arrest on a hot pursuit justification.⁵

When searches are conducted without a warrant, the burden is on the government to show that a particular search falls within a narrow class of exigent circumstances.⁶ The Supreme Court noted in its 1984 decision in *Welsh v. Wisconsin* that, absent exigent circumstances, a warrantless night entry into a suspect's home to arrest him or her for driving while intoxicated is not justified under the Fourth Amendment exception by the need to preserve evidence of an offender's blood-alcohol level, where the state (Wisconsin) had classified a first offense of driving while intoxicated as a civil, non-jailable offense.⁷

One type of exigent circumstances (commonly referred to as “hot pursuit”) that was recognized by the Supreme Court in *U.S. v. Santana* occurs when an arrest or detention is begun in a public place, but the suspect retreats into a private place in an attempt to thwart the arrest.⁸ In *Santana*, the police found the defendant standing in a doorway with a brown paper bag in her hand. They concededly had probable cause

to arrest her for distribution of heroin. As they pulled to within 15 feet of the defendant, shouting “police,” the defendant retreated into the vestibule of her home. Under these circumstances, the Supreme Court held that the officers had the right to enter the defendant's house without a warrant to effect the arrest.⁹

Under the exception for exigent circumstances, it must be shown that it was impracticable for the police to obtain a warrant, and the standards as to exigency are strict. The decision of a suspect to flee, resulting in a police pursuit, satisfies virtually all courts in supplying the factors courts consider in deciding if it is impractical to get a warrant.¹⁰

When determining whether exigent circumstances justified a warrantless entry into a home, the composition of the whole of the known facts is set as of the moment in time of the entry, not in hindsight.¹¹ The fact that an individual simply runs from the police, but the police do not have sufficient grounds to detain the person, and the police chase in “hot pursuit” is generally not sufficient alone to validate a warrantless arrest.¹² Waiting a short time for backup before entering a suspect's dwelling will not defeat the hot pursuit requirement.¹³ While not always required or even addressed in many court cases, it appears that the suspect should be given some notice that the officer wants him or her to stop.¹⁴ Activation of lights and siren, especially when coupled with instructions to “stop,” are seen as helpful.

What Is “Hot Pursuit”?

The term “hot pursuit” refers to a situation when the police are pursuing a suspect who is in the process of fleeing from a recently committed crime.¹⁵ The “pursuit” begins when police start to detain or arrest a suspect in a public place, the suspect flees, and the officers give chase; what makes the pursuit “hot” is the nature of the situation, requiring immediate police action, not the speed of the vehicles.¹⁶ Although *hot pursuit* is a chase, it may be done within posted speed limits and need not involve high speeds or screeching tires.¹⁷

The doctrine of “hot pursuit” was qualified by the Supreme Court in *Welsh v. Wisconsin*. In this case, a witness observed a car being driven erratically and eventually swerving off the road into a field. Its driver walked home. Later, when police arrived, the witness informed them that the driver had left and was either inebriated or sick. The officers then proceeded directly to the

driver's home and, at approximately 9:00 p.m., entered the house without a warrant and took him into custody. The Supreme Court held that a warrantless, nighttime entry of a defendant's home for the purpose of arresting him for a civil, non-jailable traffic offense was prohibited by the special protection afforded the individual in his home.¹⁸ The court stressed that an important factor to be considered in determining whether an exigency exists justifying a warrantless entry into a home is the gravity of the underlying offense. Had the police been in continuous pursuit and had the offense carried a possible jail term, the outcome would no doubt have been different.

Examples in Operating Under the Influence (OUI) Cases

While courts have approved such warrantless entries in cases involving many different crimes, understandably, the bulk have centered on pursuing persons suspected of driving under the influence (OUI or DWI). The 2014 case of *Stutte v. State* from Arkansas is typical of those from across the United States.¹⁹ In *Stutte*, the court held that the warrantless entry into the defendant's garage that led to his subsequent arrest and conviction for driving while intoxicated and resisting arrest was reasonable, despite the contention that the officer entered the defendant's garage in the absence of exigent circumstances. In this case, the court noted that the officer was in hot pursuit of the defendant, that probable cause existed, that the defendant had committed the offense of fleeing, and the officer had reasonable suspicion that the defendant was driving while intoxicated. Such entry has been upheld even when it is into the dwelling of another.²⁰

By and large, probable cause of criminal activity must also be shown.²¹ Sometimes this develops during the course of the pursuit, where a driver's actions indicate some level of impairment, for example. However, some courts will allow a pursuit to justify a warrantless home entry if the officer had reasonable suspicion sufficient to justify a *Terry* stop and the suspect decided to flee. If the initial *Terry* stop is legitimate, authority exists supporting the power of the officer to pursue onto private premises, if the target of the inquiry attempts to flee, even without probable cause to arrest.²²

Even if the police do not yet have sufficient probable cause to make an arrest, they have a

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right, and, in some states, a duty (when a drunk driver is suspected) to make an investigatory stop and order the plaintiff out of his or her car.²³ In *Berkemer v. McCarty*, the Supreme Court analogized routine traffic stops, such as the one in this case, to stops justified on the authority of *Terry v. Ohio*.²⁴ An officer has the right to make an investigatory stop so long as his action is "justified by reasonable suspicion proportional to the degree of intrusion."²⁵

Recommendations

Chiefs should ensure that their policies accurately describe the circumstances that are likely to satisfy the constitutional requirements of exigent circumstances before making such warrantless entries. Often defendants claim that even where such action by the police is allowable, it is limited to suspected felonies. This is not the case. Assuming other "exigent circumstances" are not present, courts generally permit these warrantless entries into a home to arrest an individual when the police are in "hot pursuit" (more appropriately, "continuous pursuit") of the individual, regardless of the categorization of the offense, usually so long as it is "arrestable."²⁶ ♦

Notes:

¹*U.S. v. Santana*, 427 U.S. 38, 96 S. Ct. 2406, 49 L. Ed. 2d 300 (1976); *State v. Jenkins*, 143 Idaho 918, 155 P.3d 1157 (2007); *State v. Legg*, 633 N.W.2d 763 (Iowa 2001).

²*Commonwealth v. Hall*, 366 Mass. 790, 801-804, 323 N.E.2d 319 (1975); *Commonwealth v. Cohen*, 359 Mass. 140, 143-144, 268 N.E.2d 357 (1971); *Cf. Boston v. Ditson*, 4 Mass. App. Ct. 323, 348 A.2d 116 (1976), cert. denied, 429 U.S. 1057, 97 S. Ct. 779, 50 L.Ed.2d 773 (1977) (administrative search).

³*Payton v. New York*, 445 U.S. 573, 590 (1980).

⁴*Id.* at 583-590.

⁵*Santana*, 427 U.S. 38; *United States v. Watson*, 423 U.S. 411, 96 S. Ct. 820, 46 L.Ed.2d 598 (1976); see *Commonwealth v. Montes*, 49 Mass. App. Ct. 789, 733 N.E.2d 1068 (2000).

⁶*Board of Selectmen of Framingham v. Municipal Court of City of Boston*, 373 Mass. 783, 369 N.E.2d 1145 (1977).

⁷*Welsh v. Wisconsin*, 466 U.S. 740, 104 S. Ct. 2091, 80 L. Ed. 2d 732 (1984); see *Recznik v. City of Lorain*, 393 U.S. 166, 89 S. Ct. 342, 21 L.Ed.2d 317 (1968).

⁸*Santana*, 427 U.S. 38.

⁹See 3 W. R. LaFave, Search and Seizure § 6.1(d) at 586 (1987) (listing numerous cases upholding warrantless entries based on "hot pursuit").

¹⁰See *Commonwealth v. Forde*, 367 Mass. 798, 800-801, 329 N.E.2d 717 (1975), and cases cited.

¹¹*Id.*

¹²*Webster v. City of New York*, 333 F. Supp. 2d 184 (S.D. N.Y. 2004); *Hardister v. State*, 849 N.E.2d 563 (Ind. 2006).

¹³*Griffin v. City of Clanton, Ala.*, 932 F. Supp. 1359 (M.D. Ala. 1996).

¹⁴*State v. Morin*, 736 N.W.2d 691 (Minn. Ct. App. 2007), review denied, (Sept. 18, 2007); *People v. Strelow*, 96 Mich. App. 182, 292 N.W.2d 517 (1980) (citing annotation).

¹⁵*Warden, Md. Penitentiary v. Hayden*, 387 U.S. 294, 87 S. Ct. 1642, 18 L. Ed. 2d 782 (1967).

¹⁶*Smith v. Stoneburner*, 716 F.3d 926 (6th Cir. 2013).

¹⁷*Santana*, 427 U.S. 38.

¹⁸*Welsh*, 466 U.S. 740.

¹⁹*Stutte v. State*, 2014 Ark. App. 139, 432 S.W.3d 661 (2014).

²⁰*People v. Wear*, 229 Ill.2d 545, 323 Ill. Dec. 359, 893 N.E.2d 631 (2008) (girlfriend's home).

²¹*Commonwealth v. Garner*, 59 Mass. App. Ct. 350, 795 N.E.2d 1202 (2003).

²²See 3 W. R. LaFave § 9.2(d), at 369. See also, *Harbin v. City of Alexandria*, 712 F. Supp. 67, 72 (E.D. Va. 1989) ("[t]he *Santana* principle has sensibly been extended to *Terry* stops") and cases cited.

²³*Berkemer v. McCarty*, 468 U.S. 420 (1984); *Michigan v. Long*, 463 U.S. 1032 (1983).

²⁴See *United States v. Lott*, 870 F.2d 778, 784 (1st Cir. 1989).

²⁵*United States v. Trullo*, 809 F.2d 108, 110 (1st Cir. 1987), cert. denied; *Trullo v. United States*, 482 U.S. 916 (1987).

²⁶*Santana*, 427 U.S. 38; *U.S. v. Jones*, 204 F.3d 541 (4th Cir. 2000); *Kentucky v. King*, 563 U.S. ___, 131 S. Ct. 1849 (2011).

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Photo courtesy of the National Law Enforcement Officers Memorial Fund

POLICE WEEK 2015

Each year during Police Week, communities across the United States hold memorial services in remembrance of police officers who have made the supreme sacrifice for their communities. Also during this week, police departments hold open houses, conduct tours of their facilities, and hold community activities to celebrate police officers and their duties. May 15 has been designated National Peace Officers Memorial Day.

Police Week: On October 1, 1962, U.S. President John F. Kennedy signed Public Law 87-726, a joint resolution of the 87th Congress:

Pursuant to 36 U.S.C. 136–137, the President designates May 15 of each year as “Peace Officers Memorial Day” and the week in which it falls as “Police Week.”

Flags at Half-Staff: In 1994, U.S. President William J. Clinton signed Public Law 103-322, a joint resolution of the 103rd Congress, directing that the flag of the United States be flown at half-staff on all government buildings on May 15.

Most local communities incorporate a resolution into their municipal code designating days for Police Week and indicating that flags will be flown at half-staff on May 15. Once local governments have identified the appropriate days, businesses and others tend to follow suit. Police executives are encouraged to ensure that May 15 is observed in the local jurisdiction’s ordinances. Law

enforcement might consider conducting a local campaign to inform businesses of this observance.

To access the **Police Week Model Proclamation**, visit www.policechiefmagazine.org, and click on the April 2015 issue.

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Mapping the Future of Policing: Developing Capabilities and Partnerships

Embarking on the role of commissioner for an organization to which I have dedicated more than half of my life is one of the greatest privileges I have experienced in my 25 years as a member of the Australian Federal Police (AFP), yet it also brings with it the trepidation of responsibility. The responsibility of maintaining and improving the performance of an already great law enforcement agency and to achieve that one core challenge for any leader—leaving the organization in better shape than it was when you started.

It is apparent to me, after only four months into the role, that two areas of focus will help me to achieve these goals: capability and relationships.

The marriage of capacity and ability, capability in a policing sense is often viewed through the blinkered lens of technology or tactical assets. The AFP has always challenged the paradigms of policing capabilities and is once again set to embark on a new view of meeting its obligations to the future of policing in Australia.

Community and political focus is often directed toward the raw numbers of our policing departments and quantitative performance indicators. Perhaps this creates an opportunity lost when considering the efficiency and effectiveness of our work and a measure of the most important assessment for law enforcement—the prevention and absence of crime.

One of the goals I have set for the AFP is to accurately map and deliver a position on what the policing landscape will look like for our organization in the next 10 years, 20 years, and beyond. This assessment will need to not only explore what the crime setting will be, but also open our views to what capability means in terms of our objectives. Developing this assessment will help us transform into an agency well equipped to deal with both the known and unexpected challenges that no doubt lie ahead.

To modern and future police officers, capability extends beyond the computer they track data with or the BearCat that dominates an inhospitable environment; it is a package of elements that ensures the most effective and efficient means for supporting their business. Creating an effective future force requires ensuring our policing capability—knowledge, skills,

Creating an effective future force requires ensuring our policing capability—knowledge, skills, diversity, systems, and technology—supports officers' objectives.

diversity, systems, and technology—supports officers' objectives.

There is nothing more certain than police officers of the future requiring all of the guile their ancestors possessed, but that will need to be complemented with a network of capabilities, which are diverse and sophisticated enough to allow flexibility of deployment to emerging crimes. The test will lie in accurately assessing the landscape and architecture that will guide the creation of the effective future law enforcement officer.

Of course, developing a workforce capable of delivering effective future policing is a largely

internal responsibility; however, it forms only one part of the equation. For over 35 years, the AFP has succeeded due to the abilities of our members and the support, sharing, and successes of the relationships we have developed.

No law enforcement agency can operate effectively or successfully in isolation, and the AFP is no different. In fact, with our breadth of operations, responsibilities, and locations, I would argue that the AFP relies more on its relationships than many other law enforcement agencies in the world—and it is something that we do very well. For many years, we have operated under a strategy of taking the fight against international crime offshore, working diligently with our partners to disrupt crime at its origin. Our state, national, and international partnerships are vital to this strategy.

The International Network (the Network) is the jewel in the AFP's crown, serving as a key nexus that links all Australian law enforcement agencies with partners around the world. The Network comprises 96 members across 29 countries and creates a capacity that differentiates the AFP not only from all of our Australian law enforcement partners, but also from the AFP of the past.

While the Network continues to deliver on its promise of leading disruption and prosecution efforts (of the 1,854 AFP investigations that are currently ongoing, 62 percent have a direct link or association with international law enforcement or transnational crime), it has also advanced to involve significant capacity-building objectives; a broader view of how Australia's crime prevention interests can be served; and as a provider, not just a recipient, of information, technologies, and systems to global partners.

At any one time, the AFP has around 300 members offshore in capacity development



***Andrew Colvin, APM OAM,
Commissioner of the Australian
Federal Police***

projects, primarily in the Asia-Pacific region, and has a legitimate claim as a major aid contributor for the Australian government. These initiatives combine aid assistance with elements of police-led diplomacy to support neighbouring countries and deliver a stronger network of partners, supporting the security and protection of both themselves and Australia.

While our operational successes are clear, it is the development opportunity that comes with information sharing that will enhance the AFP of the future. No longer simply reliant on accessing technology and training from our international partners, the AFP sees itself as an equal share partner in future policing technologies and innovations.

By creating information sharing initiatives with many countries and multinational cooperatives, the AFP will continue to position itself as a partner of choice in the development of a global network of law enforcement and government agencies pulling in a singular direction towards a common goal—developing and future proofing our successes.

In the ubiquitous challenge of cat and mouse between law enforcement and criminal enterprises, developing efficient and effective systems, technologies, knowledge, and skills is the desire of every law enforcement agency, but the sharing of such capabilities is also the responsibility of us all—and the only true way to leave *all* of our organizations in a better state than when each of us were charged with their stewardship. ♦

Police Chief Wants to Know Your Idea!

Police Chief is looking for great ideas about improving policing. Tell us about an idea that you believe would improve any aspect of policing. Your idea could be on how police can fight crime, leverage technology, be safe, create safety in the community, build community trust, or any other innovative idea that would reinvent or improve the craft of policing. If it is a great idea that makes us say “Why didn’t anyone think of that sooner?” we’ll include it in our “Great Ideas in Law Enforcement” edition (September 2015).

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In the mission to support the law enforcement leaders of today and develop the leaders of tomorrow, the IACP is constantly involved in advocacy, programs, research, and initiatives related to cutting-edge issues. This column keeps you up to date on IACP’s work to support our members and the field of law enforcement.

Resource Brief: The Effects of Adolescent Development on Policing

The IACP has released a new resource for law enforcement titled *The Effects of Adolescent Development on Policing* that gives advice on how to gain cooperation from youth as well as how to understand the way they act around law enforcement officers. This publication was developed with the support of the Office of Juvenile Justice and Delinquency Prevention, Office of Justice Programs, U.S. Department of Justice and is targeted at law enforcement who interact directly with youth in the field.

This resource provides information for officers to help them better understand normal adolescent development so that they can tailor their responses to youth in a developmentally and age-appropriate manner. It aims to enhance cooperation and develop more positive relations between police and the youth in their communities, as well as to improve future life outcomes for the youth involved.

The brief is available for download on the IACP website at www.theiacp.org/teenbrain. For more information, contact us at iacpyouth@theiacp.org.

Annual IACP Training Conference on Drugs, Alcohol, and Impaired Driving

The IACP’s 21st Annual Training Conference on Drugs, Alcohol, and Impaired Driving (DRE conference) will be held at the Hyatt Regency in Cincinnati, Ohio, August 10–12, 2015. Early bird registration rates apply through May 20, and a discounted group rate is available at the Hyatt through July 17 or until the room block is filled.

The conference has been dedicated to communicating up-to-date information on drug trends, legal issues, and innovative technology since its start in 1995. Co-hosted by the IACP Drug Recognition Expert (DRE) Section and the Ohio Drug Evaluation and Classification Program, the event offers general sessions, daily workshops, and exhibits and is a good opportunity for sharing information among other agencies. This year, the conference will focus on topics such as the use of marijuana, anti-depressants, or alcohol while driving, and the overall effects of addiction. Attendance will be particularly beneficial to DREs and to Advanced Roadside Impaired Driving Enforcement (ARIDE) and Standard Field Sobriety Test (SFST) training coordinators and instructors.

To register, go to www.theiacp.org/dreconference. For more information, visit www.decp.org or contact Carolyn Cockroft at cockroftc@theiacp.org.

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A SYSTEMATIC GUIDE TO PLANNING

By Daniel A. Dusseau, Chief of Police, Northern Virginia Community College Police Department, and John M. Weinstein, Lieutenant/Commander, Safety District 3, Northern Virginia Community College Police Department

Within the last four years, the Northern Virginia Community College (NOVA) Police Department has planned for and managed numerous major incidents, including two visits by the U.S. president; participation in the 2012 inauguration of the president; the sesquicentennial of the Battle of Bull Run at the Manassas National Battlefield, which was visited by the most senior U.S. and Virginia political and military leaders; and a number of visits by the governor of Virginia and various congressional leaders. The college police department has also responded to earthquakes and other severe weather incidents. With the exception of the Manassas Battlefield sesquicentennial and inaugural events,

these events provided the police department with 48 hours or less for preparation.

Police agencies face both opportunities and problems when preparing for these critical events. On the positive side, the occurrence of a major event offers the opportunity to exercise the entire department in a high-visibility enterprise and to assess department training, communications, coordination, and equipment. Second, most major incidents will demand more assets than an individual department can muster and may include elements that affect adjacent areas and agencies (e.g., traffic congestion). As a result, major incidents provide an opportunity to exercise mutual aid agreements, familiarize agencies with each other's personnel and

The Challenges of Critical Incidents in a Collegiate Environment

The preparation for and response to critical incidents offer several unique challenges for college police departments. First, most colleges do not have their own fire departments and emergency medical response personnel, so the successful handling of the event will rely on significant coordination with and assistance from neighboring jurisdictions.* Second, while many college departments have bicycle patrol officers, all but the largest campus forces lack many of the specialized units, such as traffic, SWAT, civil disturbance units, and public affairs that play such a critical role in these types of events. Third, campus police departments must be cognizant of school policies, in addition to criminal codes, and, therefore, must protect students' freedom of speech and due process rights as defined by the institution.[†] For instance, colleges have traditionally been held as safe havens for free thought and speech, and U.S. Supreme Court rulings reflect these rights. As a result, expectations and reactions to free speech or a demonstration on campus may be different than off campus. Many colleges have multi-layered

rules about daily free speech that outside responding officers likely will not be aware of or understand. Furthermore, because of the culture of the college world, it is not unheard of for a college president or other administrative official to address demonstrators directly and to allow incidents to occur that the police may prefer to shut down. Fourth, and related to school culture and policies, campus departments regularly interact with campus security advisory committees, whose priorities focus on student rights. Fifth, college departments also must be concerned with protecting the college "brand." For instance, a misstep during a critical incident would likely result in more scrutiny than if it happened off campus. Boards and committees abound at colleges and bristle at the thought of their police using force. In fact, there are leaders at some colleges that would rather not have campus police at all. The sight of police pulling over a student violator or making an arrest can be a source of tension for some administrators and faculty who consider policing and educational pursuits to be mutually exclusive. Finally, college police are bound

by U.S. federal law to report and implement specific actions not required of non-college police for selected major crimes, to include a variety of sexual offenses. College departments are required to report these crimes annually to the U.S. Department of Education, and government audits of police activities can result in hefty financial sanctions (\$35,000 per violation) levied against the institution.[‡]

Notes:

*John Weinstein, "Synergy: The Ultimate Force Multiplier," *Campus Safety* 21, no. 2 (April/May 2013): 32–35, <http://campussafetymagazine.epubxp.com/i/121525/5> (accessed February 26, 2015).

[†]For instance, a department might arrest a student for a sexual offense and obtain a criminal conviction. However, the student might be allowed to remain a student after going through the non-criminal campus adjudication process.

[‡]See "Summary of the Jeanne Clery Act," Clery Center, <http://clerycenter.org/summary-jeanne-clery-act> (accessed February 26, 2015); "Fact Sheet: The Violence Against Women Act," The White House, http://www.whitehouse.gov/sites/default/files/docs/vawa_factsheet.pdf (accessed February 26, 2015).

procedures, and improve coordination for future events. Third, successful handling of a challenging event provides positive visibility of the department, with corresponding benefits to subsequent budget submissions and recruiting. Finally, a job well done provides an immediate boost to officer morale and departmental solidarity.

At the same time, however, a major event has the potential to pose serious problems, far beyond financial strain and coverage challenges. There is a thin line between visibility and exposure, and poor performance, whether due to poor planning, insufficient resources, bad weather, or just bad luck, can negate all the positive benefits identified above, resulting instead in the loss of departmental prestige, internal friction, tensions with local agencies, and plummeting morale.

A PLANNING FRAMEWORK

Planning for and responding to a critical incident requires a systematic and thorough approach; one that achieves six basic functions: (1) identify scope of the event and planning assumptions; (2) identify and prioritize mission objectives (outputs); (3) identify needed resources (inputs); (4) assign available resources and assets to the tasks at hand and relate inputs to outputs; (5) control the management of resources and tasks during the event; and (6) identify lessons learned and implement best practices and corrective actions in the aftermath of the event.

PLANNED VERSUS UNPLANNED EVENTS

There are two primary types of major incidents: those that are anticipated, such as a visit by a high-profile individual or a large entertainment event, and those that occur without warning. Examples of the latter type include weather events, such as a tornado, or demonstrations resulting from some political or social event, such as the recent protests in Ferguson, Missouri, and New York City.

While, by definition, it is impossible to know when the unexpected will happen, there are things agencies can do to prepare. They can conduct command post exercises in which officers step through how to respond to a demonstration or severe weather event, what equipment would be needed, and so forth. Leadership can also contact other local agencies that have handled different events and review their after-action reports and lessons learned. In the case of active shooter incidents, for instance, different agencies, because of different resource levels, equipment, and the like, may employ different tactics and formations. The opportunity to compare them will allow more seamless coordination in the event of an actual occurrence. Both activities will allow agency leaders to develop outlines of response plans so when

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There are two primary types of major incidents: those that are anticipated, such as a visit by a high-profile individual or a large entertainment event, and those that occur without warning.

the unplanned event occurs, there exists a framework with diverse planning considerations to guide the response.

Whether or not the event is anticipated doesn't alter the fact that the response needs to be planned systematically and thoroughly. Both types of major incidents require the same response methodology. For the sake of this article, let's assume an agency has been called upon to deal with a demonstration expected to occur three days hence.

Step 1: Scope of Event and Planning Assumptions

The first thing to address is how long the event is to last and how many people are expected to participate in the event. Will it occur during normal business hours, will the demonstrators be local, will the event be limited to a specific location, or will demonstrators be marching? Will the demonstrators arrive on foot, via personal transportation, or via public transportation; are there multiple ingress/egress points into the jurisdiction; and can some of these transit points be closed or controlled? Are the leaders of the event "professional agitators" with a history of civil disobedience? Are there similar or other types of events in neighboring jurisdictions that will compete for local resources? If the responding agency doesn't have solid information on these questions, it will have to make some assumptions to determine the scope of the event to decide if the agency can handle it on its own or requires outside assistance.

In the event of a large demonstration, departments that lack a civil disturbance unit (e.g., college police departments) will have to rely on officers from other local jurisdictions. This raises questions about the existence of mutual aid agreements covering such contingencies as how they are activated, timelines for receiving assistance, and so forth. If demonstrators are passing through a neighboring jurisdiction, who will handle traffic control, where will vehicles be parked, will ticketing occur (even if it exacerbates the protest and results in

accusations of interfering with free speech), where will detainees be held, and who will transport them to the local detention center?

There is a lot of information needed to plan the response. It is recommended that the agency establish early contact with its state fusion center, which can provide timely and invaluable information on the actors, their tactics, sympathetic groups that might become involved, and past events.

Step 2: Identify and Prioritize Mission Objectives

In order to plan effectively, one must first identify the mission goals (i.e., the desired outputs) of the incident, since the goals will determine the level of effort required, command requirements, equipment needs, personnel requirements and deployments, whether outside help is needed, and other similar decisions. These goals must also be prioritized to allow the identification of needed resources (i.e., inputs).

Again, using a demonstration as an example, assume the department wants to achieve the following six outputs, listed in priority order:

1. Maintain security and public safety at the event.
2. Avoid litigation.
3. Provide a high level of police support to the rest of the jurisdiction not directly affected by the event.
4. Enhance the reputation of the academic institution or municipality.
5. Strengthen liaison and cooperation with local agencies and jurisdictions.
6. Exploit the opportunity to enhance the training and professionalism of department officers.¹

Most of these priorities can be broken down into various components that constitute sub-outputs. For instance, maintaining security and public safety has several components, to include, but are not limited to, the following:

- Collecting intelligence before the event and maintaining broad situational awareness during the event to identify emerging problems
- Preventing fights between protestors and counter-protestors
- Preventing contraband (e.g., weapons, bombs/incendiary devices, or drugs and alcohol) from being brought into the demonstration area
- Providing parking and avoiding vehicular collisions with marching protestors
- Allowing prompt officer access to hotspots
- Allowing prompt medical attention to individuals injured or suffering from illness during the event (e.g., overcome by heat)
- Providing information about the event to residents, the community,

commuters, and others before the event to allow them to plan appropriately

- Providing a means to separate law-breakers from the crowd and, if necessary, initiating the adjudication process, whether by writing summonses or taking them before a magistrate

The second priority, avoiding litigation, might include the following, among others:

- Ensuring officers are aware of free speech guarantees (e.g., what can and cannot be said, where protest speech is allowed, and when officers can be photographed)
- Ensuring officers are familiar with relevant codes, such as unlawful assembly, disorderly contact, assault by mob, and so forth
- Ensuring prompt medical attention, as noted earlier

To be successful, a planner should go through this process for each of the six overall priorities identified. Once all the priorities and sub-outputs have been identified, the process moves to the third planning step.

Step 3: Identify Available Resources

There are two basic types of resources needed for critical incidents: (1) functional resources, such as specialty units, and (2) equipment resources.

Specialty units will play key roles in any incident. While larger jurisdictions will have many or all of the key units, smaller agencies will not and may need to rely on larger local partners for assistance. The response to a major incident may require some or all of the following specialty units or capabilities:

- SWAT and quick reaction units
- Bicycle patrol
- Airborne and waterborne patrol capabilities
- HAZMAT/emergency management response capabilities
- Explosive ordinance destruction unit
- K-9 units
- Medical units
- Holding facilities
- Transportation assets
- Public affairs unit
- Undercover capabilities
- Traffic control/parking services
- Criminal investigation/intelligence units
- FTO/training department

In Step 4, these units will be tasked to achieve individual or multiple priority outputs.

Irrespective of the number and types of specialty units residing within an agency, there will be specific equipment requirements for an incident, whether planned or unplanned. In the U.S. federal government's oversight of nuclear weapons command

and control, five elements are identified to control and assess safeguards: personnel, procedures, facilities, equipment, and communications. Those leading the planning effort need to consider each element in turn and identify key areas, including, but not limited to, those discussed below.

Personnel

In determining the availability and functionality of personnel who can respond to or assist with a major event, leaders should determine the answers to the following questions:

1. Does the department have an adequate number of sworn officers, and, if not, can arrangements be made with other agencies for additional officers and necessary specialty units?
2. Are there unsworn assets (e.g., parking enforcement officers) available to augment officers?
3. Are officers' certifications (e.g., first aid, CPR, AED) current?
4. Have officers recently trained on this type of event?
5. Is there a recall roster for off-duty officers who may need to report in the event of an unplanned problem or an event of lengthy duration?
6. Are officers available from local jurisdictions, and, if so, how many?
7. Where and how many officers will be assigned (e.g., checkpoints, transportation, holding cell, roving)?
8. Will officers patrol singly or in pairs?
9. Will additional officers be held in reserve to respond to unanticipated contingencies?

Procedures

Similar to managing personnel needs, leaders should always ensure that the answers to the following procedural questions are clearly defined and communicated.

1. Who will control incident operations and which procedures will be used?
2. Have officers been briefed on the event parameters and expectations?
3. Can training be conducted before the event?
4. When, how, and by whom will coordination with local assisting agencies be conducted?
5. How long will officers patrol, when will they be allowed to rest, how will they be fed, and when will they be relieved?
6. Under what circumstances will recall of officers be initiated?
7. How will the operations of multiple agencies be coordinated?
8. Who will be responsible for compiling lessons learned and best practices, when will the draft be prepared, and who will review it?

9. How will parking and vehicular traffic be controlled?
10. Who is responsible for contacting the state fusion center for intelligence and when?

Facilities

The following facilities are likely to be needed during a critical or major incident and should be planned beforehand, if possible:

- Incident command post (ICP)
- Holding cell
- Aid station(s)
- Ingress/egress areas
- Parking lots
- Officer rest areas

Equipment

Certain equipment will be required for major incidents. The quantity of each type of equipment listed below will depend upon the expected size of the incident, on-hand resources, and available resources provided by assisting agencies.

- Traffic vests, wands, cones, flares, and barricades
- Radios and extra batteries (including spares for officers responding from other agencies whose communications may not be interoperable with those of the host agency)
- Bullhorns
- First aid kits and AEDs
- Intoxilyzers (i.e., breath alcohol testers)
- Food and water for officers
- Police tape
- Uniforms for the day (i.e., are uniforms and coats in good repair and do officers have all equipment needed?)
- Flex cuffs
- Cellphones for alternate communications
- Electronic signage to inform residents and event attendees of critical information
- Magnetometers/metal detectors

Communications

In planning, determining how and when communications will be coordinated, especially in the presence of multiple agencies, is essential. Planning for communications should consider the following questions:

1. Will special channels be used for the event?
2. Will a dispatcher be allocated to the event or will event traffic be handled as part of the regular communications load?
3. Do assisting jurisdictions have access to communications channels of the host agency?
4. Will assisting agencies provide dispatchers to the hosting agency's communications center?

5. Do dispatch and all officers have a list of important telephone numbers (e.g., emergency numbers, officers' cellphones)?
6. How, by what means, and when will the public information officers (PIOs) communicate with residents, students, and commuters to inform them of the event, traffic information, safety information, and other important details?

Step 4: Assign Available Resources to Relate the Inputs to the Outputs

Step 4 is a two-step process. In the first stage, the planner will assign specialty units and capabilities to mission sub-goals. For example, the specialty units identified in Step 3 may be assigned to the sub-outputs or sub-goals related to security and public safety and avoiding litigation.

The list below is a (non-exhaustive) list of the specialty groups and resources that may be assigned to the security and public safety sub-outputs determined earlier.

- *collecting intelligence before the event and maintaining broad situational awareness during the event, to identify emerging problems:* criminal investigation unit and fusion center liaison, bicycle patrol, airborne units, undercover officers, patrol officers
- *preventing fights between protestors and counter-protestors:* bicycle patrol, patrol officers, quick reaction units
- *preventing contraband (e.g., weapons, bombs/incendiary devices, or drugs and alcohol) from being brought into the demonstration area:* K-9, HAZMAT, undercover units, ingress checkpoint personnel, EOD personnel, bike patrol, patrol officers
- *providing parking and avoiding vehicular collisions with marching protestors:* traffic control, parking services
- *allowing prompt officer access to hotspots:* patrol officers, bike patrol, SWAT/quick reaction forces, undercover officers
- *allowing prompt access and medical attention to individuals injured or ill during the event:* patrol officers, medical personnel
- *providing information about the event to residents, the college community, commuters, and others before the event to allow them to plan appropriately:* PIO
- *providing a means to separate law-breakers from the crowd and, if necessary, initiating the adjudication process, whether by writing summonses or taking them before a magistrate:* holding cell, transportation assets, patrol officers

Figure 1: Relationship of Inputs (Assets and Tasks) to Outputs (Mission Priorities)

Note: Tasks affecting the greatest numbers of outputs are *italicized*.

| Assets/Tasks | Security | Avoid Litigation | Coverage | Enhance Brand | Enhance Liaison w/ Locals | Enhance Professionalism |
|-------------------------------------|----------|------------------|----------|---------------|---------------------------|-------------------------|
| PERSONNEL | | | | | | |
| <i>Sworn Officers</i> | ● | ● | ● | ● | ● | |
| Unsworn Personnel | ● | | ● | | | |
| <i>Current Certifications</i> | | ● | | ● | | ● |
| <i>Relevant Training</i> | ● | ● | | ● | ● | ● |
| Recall Roster | | | ● | ● | | |
| <i>Officers from Local Agencies</i> | ● | ● | ● | | ● | ● |
| <i>Officer Assignments</i> | ● | ● | ● | ● | ● | |
| Patrol Numbers | ● | | ● | | ● | |
| Officers in Reserve | ● | | ● | | | |
| PROCEDURES | | | | | | |
| <i>Method of C2</i> | ● | ● | | ● | ● | |
| <i>Officers Briefed</i> | ● | ● | | ● | ● | ● |
| <i>Pre-Event Training</i> | ● | ● | | ● | ● | ● |
| <i>Coordination with Locals</i> | ● | ● | ● | ● | ● | ● |
| Officer Shifts | ● | | ● | | ● | |
| Recall Procedures | ● | | ● | | | |
| <i>Compile Lessons Learned</i> | ● | | | ● | ● | ● |
| Parking/Traffic Control | | ● | ● | ● | | |
| Outreach to Fusion Center | ● | | | ● | ● | |
| FACILITIES | | | | | | |
| <i>Incident Command Post</i> | ● | ● | | ● | ● | |
| Holding Cell | ● | ● | | | | |
| Aid Stations | | ● | | ● | | |
| <i>Checkpoints</i> | ● | | ● | ● | ● | |
| Parking Areas | | | | ● | | |
| Officer Rest Areas | | | ● | | ● | |

| Assets/Tasks | Security | Avoid Litigation | Coverage | Enhance Brand | Enhance Liaison w/ Locals | Enhance Professionalism |
|---------------------------------|----------|------------------|----------|---------------|---------------------------|-------------------------|
| EQUIPMENT | | | | | | |
| Traffic Equipment | | | | ● | ● | |
| Radios/Batteries | ● | | ● | | ● | |
| Bullhorns | ● | ● | | | | |
| First Aid Kits/AEDs | | ● | | ● | | |
| Food/Water for Officers | | | | | ● | ● |
| Police Tape | ● | ● | ● | | | |
| Uniforms | ● | | | ● | | |
| Flex Cuffs | ● | | | | | |
| Cellphones | ● | | ● | | ● | |
| <i>Electronic Signage</i> | ● | ● | ● | ● | | |
| Magnetometer | ● | ● | | | | |
| COMMUNICATONS | | | | | | |
| Dedicated Channel | ● | | | ● | ● | |
| Dedicated Dispatcher | ● | ● | | | ● | |
| <i>Comms Access by Locals</i> | ● | ● | | ● | ● | |
| <i>Local Dispatchers Assist</i> | ● | | | ● | ● | ● |
| Cellphone Roster | ● | | | | | |
| PIO Notices | | ● | | ● | | |

Similarly, specialty units may be assigned to the sub-outputs associated with avoiding litigation.

- ensuring officers are aware of free speech guarantees (e.g., what can and cannot be said, where protest speech is allowed, and when officers can be photographed): FTO/training department
- ensuring officers are familiar with relevant codes, such as unlawful assembly, disorderly contact, assault by mob, and so forth: FTO/training department
- ensuring prompt medical attention, as noted above: patrol officers, medical personnel

While these assignments aren't exhaustive, they do illustrate the systematic process a planner should use to assign in-house or mutual aid assistance to key mission areas. Of course, if a department is relying upon outside assistance, early and extensive coordination will be necessary, to the extent practicable.

Figure 1 relates the inputs identified (i.e., personnel, procedures, facilities, equipment, and communications) with desired outputs (i.e., goals). The chart does not relate the inputs to the components (i.e., sub-goals previously identified) of each general mission priority, but it does illustrate the product of such an analysis. By examining the

inputs under each general priority, the planner can assess whether sufficient resources (in terms of both quantity and quality) exist to accomplish the priority and the likelihood of success. Securing assets needed to achieve high-priority goals will take on greater importance than securing those associated with lesser goals. By looking horizontally across each asset, the planner will be able to assess which assets play the greatest role in achieving the greatest number of outputs. In short, this process allows the planner to gauge the likelihood of success and prioritize assets needed to achieve it.

In this example, looking across each input to see which affects the greatest number of



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Specialty units will play key roles in any incident. While larger jurisdictions will have many or all of the key units, smaller agencies will not and may need to rely on larger local partners for assistance.

mission goals reveals the following assets as most critical:

- The number of sworn officers
- Officer certifications
- Officer training in general and specific, focused training prior to the incident
- Availability of officers from local agencies
- ICP and method of command and control
- Whether and how officers are briefed prior to the incident
- Pre-event specific training
- Compilation of lessons learned/best practices and corrective actions (for future events)
- Checkpoints
- Electronic signage
- Access to communications by local assisting officers
- Assistance of local dispatchers

Of course, the selection of different priorities might result in the identification of different key inputs, but the foregoing illustrates the usefulness of this methodology.

Steps 5 and 6: Control Resources and Tasks, Identify Lessons Learned, and Implement Corrective Actions

For the sake of brevity, these last two tasks, which are quite straight-forward will

not be dealt with in depth. The National Incident Management System (NIMS) process is well-defined.² It sets out organizational structure and responsibilities for incident command and control. The development of lessons learned and best practices is one of the key tasks that should be undertaken after a major event.³ It's a means of recognizing professional behavior, thereby enhancing morale; identifying areas where additional training is needed; identifying areas where additional resources are needed, thereby supporting future budget submissions; providing continued collaboration with assistance agencies and developing a closer relationship with them; providing a blueprint for similar events in the future; and documenting the department's contribution to the town's or institution's brand.

FINAL THOUGHTS

This article, while hardly exhaustive, illustrates a systematic approach to incident planning. Often, departments will have the time and resources they desire to manage a critical incident. As noted in the sidebar on page 34, college police departments confront additional challenges and difficulties in planning for such events that typical agencies may not face. Irrespective of the type of agency, all must ensure

available inputs are related to priority outputs and specific functional resources are employed efficiently and effectively and use an organized planning process to identify and resolve discrepancies before they become an issue during a critical incident. ♦

Notes:

¹The lists of outputs and sub-outputs in this section are not exhaustive; rather, they are presented to illustrate the planning process.

²"National Incident Management System," Federal Emergency Management Agency, <https://www.fema.gov/national-incident-management-system> (accessed February 26, 2015).

³See, for example, Robert G. Templin, Jr., "Presidential Commission on Safety and Security," memo, Northern Virginia Community College, <http://www.nvcc.edu/about-nova/emergency/commission> (accessed February 26, 2015).

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Chief **Daniel Dusseau** is the chief of police at Northern Virginia Community College (NOVA) and has been involved in public safety for 28 years. Upon joining NOVA in 2010, Chief Dusseau assumed command of the police department of one of the largest academic institutions in the United States. Chief Dusseau oversees police and security operations at 12 separate locations providing academic instruction or services to more than 78,000 students and employing 5,000 faculty and staff. Under his leadership, the NOVA Police Department has expanded, a state-of-the-art communications center has opened, and equipment has been modernized. As a result of his efforts, crime was reduced by 80 percent in three years. Chief Dusseau was selected as the 2014 Police Chief/Security Director of the Year by *Campus Safety* magazine.

Lieutenant **John Weinstein** currently serves the Northern Virginia Community College Police Department as a district commander, overseeing police operations on three campuses with more than 40,000 students. He is a certified instructor in Verbal Judo, firearms, and active shooter tactical response. In addition to his command responsibilities, Weinstein also heads the police department's community outreach program. In this capacity, he publishes a monthly public safety newsletter that is distributed to the college's 78,000 students and 5,000 faculty and staff. Weinstein also conducted or oversaw more than 230 public presentations in all aspects of safety and security in 2014. Weinstein holds a PhD in National Security Studies and is a nationally recognized expert in nuclear weapons command and control.



By Tara B. Chipman, Office of Public and Governmental Affairs, Bureau of Alcohol, Tobacco, Firearms and Explosives

The ATF National Response Team Responding to Fires and Explosions

The Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) National Response Team (NRT), created in 1978, responds to large-scale fire and explosives incidents of federal interest that affect interstate commerce. The NRT can respond anywhere in the United States within 24 hours to help state and local investigators determine the origin and cause of fires and bombings, as well as assist in interviews and other aspects of an arson or explosives investigation. In the nearly four decades of its existence, ATF has activated the NRT more than 700 times, mostly in response to fires and explosions in commercial buildings that affect interstate commerce.

The ATF NRT works with state and local investigators to reconstruct the scene, identify the seat of the blast or origin of the fire, and determine the cause. In those cases that are determined to be bombings or arson fires, NRT members gather evidence to support criminal prosecutions. Since ATF's jurisdiction covers buildings that affect interstate commerce, most callouts are to large commercial structures with damages of several million dollars or with fatalities.

The NRT concept grew out of ATF's explosives-related jurisdiction that came with the enactment of the Explosives Control Act in 1970. By 1978, ATF had implemented a formal arson program. The program evolved

until a national response capability was developed that established two NRTs covering the entire United States: one operating in the East and one in the West.

ATF has a long and storied history of responding to major fire scenes. ATF participated in the investigation of three of the highest mass casualty hotel fires in modern U.S. history. These fatal fires include the Winecoff Hotel fire in 1946 in Atlanta, in which 119 people perished; the Dupont Plaza Hotel and Casino fire in Puerto Rico in 1986, in which 97 people were killed; and the fire at the MGM Grand Hotel in Las Vegas on November 21, 1980, in which 85 died and 700 were injured.

The NRT concept was relatively new at the time of the Dupont Plaza Hotel and Casino fire, described below, and it was considered the only specialized response concept of its kind in U.S. federal law enforcement.

The Dupont Plaza Hotel and Casino Fire

The Dupont Plaza Hotel and Casino fire is significant in ATF history because it was one of the first large-scale callouts of the NRT.

It was New Year's Eve—December 31, 1986—and the Dupont Plaza Hotel and Casino in San Juan, Puerto Rico, was preparing for that night's New Year's Eve gala. The casino was slated to close to the general public by 6:00 p.m., much earlier than usual.¹

At 3:30 p.m. a fire was reported in one of the ballrooms. Employees tried to fight the fire, but they could not stop it as it began to spread through the lower levels of the hotel. Attempts were made to warn the guests and the gamblers. Smoke began to appear in the casino, but only a few people began moving to the exits. Suddenly, a flashover occurred in the south ballroom and fire violently vented into a foyer area, spewing a deadly combination of materials and chemicals toward the lobby and casino.

Less than 15 minutes after the discovery of the fire, heavy black smoke billowed through the main lobby, past the casino, and out the spiral stairway exit. Smoke heated to 600 degrees Fahrenheit filled the two-story foyer, shattering the exterior glass panels. Almost simultaneously, the hot gases and flames exploded the glass wall between the foyer and the casino. Within a minute, a wall of black smoke, followed by vicious flames, swept through the lobby and the entire length of the casino, killing dozens instantly. The inferno then engulfed the high-rise tower, trapping hundreds of occupants. Rescue workers rushed to the top floors, herding the panicky occupants upwards and onto the roof where helicopters lifted them to safety.

The fire burned for nearly five hours, destroying the hotel and leaving 97 people dead and 150 injured. One of the fatalities was a U.S. Secret Service special agent working on a counterfeiting investigation. Most of the fatalities and injuries were from the blanket of racing smoke and flames. Because of the concerted effort in the high-rise tower, only one person in the tower perished. Damages to the building were estimated at \$6 million.

The Investigation Begins Instantly

Puerto Rico's police superintendent requested assistance from one of ATF's regional response teams. A C-5A military transport assigned to the 436th Military Airlift Wing, Dover Air Force Base, flew members of the Northeast NRT, along with what was then known as ATF's fire/explosion investigation vehicle, to Puerto Rico's Roosevelt

Roads Naval Air Station. It was the first time that a response truck was flown overseas to a crime scene. In less than 24 hours, the ATF team was on the ground investigating the smoldering ruins. The team remained on-scene for nine days.

ATF Makes the Call: Arson

Based on physical evidence found at the scene, and information from more than 400 witness statements and interviews, ATF determined that the fire was an intentional act of arson. The area of origin was in a stack of furniture in the south ballroom, and the fire was initiated by one or more cans of a Sterno-type cooking fuel placed or thrown at the points of origin.

The Suspects

Eventually, several union members involved in tense wage and job security negotiations were identified as suspects. On January 13, 1987, Hector Escudero Aponte was arrested for malicious damage to interstate property and later charged with 96 counts of murder. A short time later, two more suspects were arrested and charged with the same violations. Three days after that, a hotel bartender who had been instructed by the police of Puerto Rico to come in for an interview committed suicide by jumping to his death from a 17-story building.

The three living suspects, Aponte, 35; Jose Francisco Rivera Lopez, 40; and Armando Jimenez Rivera, 29, were employees of the hotel. They pleaded guilty on April 25, 1987, to setting the fatal New Year's Eve fire at the Dupont Plaza. Aponte was sentenced to two concurrent 99-year terms, one on a charge of arson interfering with interstate commerce and one on a charge of murdering a federal Secret Service agent. Rivera Lopez, a bar worker who admitted inciting the others to start the fire, was sentenced to 99 years as well. Rivera, a bartender's assistant, was sentenced to 75 years; he admitted to obtaining the cooking fuel used to set off the blaze.

The Challenges and Changes

In investigating the Dupont Plaza Hotel fire, National Response Team members not only pulled together all local responding law enforcement resources (most of whom spoke only Spanish), but quickly integrated the diverse group into the NRT concept. By providing on-scene training to law enforcement regarding the collection of arson scene evidence and teaching interviewers how to extract specific technical information from witnesses, the NRT's investigation of the Dupont Plaza Hotel fire in Puerto Rico was a success. NRT members understood then, as they still do today, the importance of respecting and working closely with local authorities. This bureau-wide philosophy has spanned ATF's history and has become embedded in its fabric.



As a result of this fire, especially the toxic chemical components that were released into the air, ATF began to institute a hazardous materials policy for responders that included the need for precautionary gear such as protective apparel and respirators. This fire also paved the way for NRT truck transport when needed, instigated measures for standardized radio communications outside of the contiguous United States, and reinforced the need for translators and multi-lingual polygraphists.

The NRT Today

The present-day NRT works much like the early version did, partnering with other investigators to reconstruct the scene, identify the seat of the blast or origin of the fire, and determine the cause. NRT members gather evidence to support criminal prosecutions of bombing incidents and arsons. A deployed team generally consists of two components: a group that processes the scene and an investigative-lead division. They coordinate daily to ensure investigative continuity.

An investigation takes a team of competent and dedicated investigators. They often must work in the most difficult situations, sometimes in the blazing heat or the freezing cold. To combat possible airborne toxins, which have been linked to specific cancers, self-contained breathing apparatuses are available and the use of respirators is required. The NRT also carries and utilizes air quality monitors if conditions warrant their usage. Team members must also be aware of the situational dangers and discoveries inherent in an arson or bombing scene, including piles of debris, fragile ruins, and human or animal remains.



Today's NRT is composed of the following personnel:

Special Agent Certified Fire Investigators (CFIs): ATF has approximately 100 CFIs who are the only federally trained and certified fire investigators in the U.S. government. ATF CFIs undergo a rigorous two-year training program that involves numerous internal and outside training programs; completion of graduate-level course work in fire dynamics and fire science; an original research project related to a topic in the field of fire science; and the examination of 100 fire scenes resulting in peer-reviewed technical reports regarding the fire origin and cause. Nearly all ATF CFIs have provided expert testimony in federal or state court.

Testifying in court as an expert on the origin and cause of fires can be grueling, and qualifying in court as an expert can require years of experience, training, and education. The expert is required to demonstrate that his or her methodology and reasoning are scientifically valid and can be applied to the facts of the case in question. As one experienced arson lawyer pointed out, "Expert testimony is not just important to an arson case, it is essential. One of the unique aspects of arson cases is that they always require expert testimony at trial."²

Special Agent Certified Explosives Specialists (CESs): An ATF CES is a special agent with advanced explosives training who must maintain a working knowledge of commercial, military, and homemade explosives and improvised explosive devices. As ATF's primary investigative resource on explosives, they respond to all explosions, conduct explosives recoveries and large-scale seizures, conduct disposal operations, provide technical assistance to other public safety entities, and deliver courtroom testimony within their area of expertise. A CES must complete a two-year candidacy program that consists of formal classroom and range training, written assignments, and testing. In total, a CES candidate must complete a minimum of ten weeks of training during the first two years, followed by an additional five weeks of training within five years of the initial certification. Additionally, he or she must complete 12 graduate-level credit hours in explosives engineering and technology. During their candidacy, CESs must also participate in explosives-related investigations, disposal operations, and explosives demonstrations. After attaining CES status, a special agent must successfully recertify every two years, which involves standardized practical skills testing and a one-week course.

Accelerant and explosives detection canine teams: ATF is a leading source of specially trained explosives and accelerant detection canine teams. The U.S. Congress has recognized the National Odor Recognition Testing Standard (NORT), the proficiency standard used by ATF, as a benchmark for effective canine explosives detection.³

Once trained, the canine teams are assigned to local, state, and other federal law enforcement agencies, as well as selected international partners, and they regularly lend support to investigations and security efforts. Since 1990, ATF has trained approximately 852

explosives detection canines and 224 accelerant detection canines. These dogs and their ATF-trained handlers are located throughout the United States in local police and fire departments, fire marshal offices, and federal and state law enforcement agencies. Teams have also been trained for 21 other countries. In 1984, ATF developed an accelerant detection canine pilot project that resulted in the creation of an accelerant detection system that offered an immediate advantage over field instruments. In 1990, ATF began a joint program with the U.S. Department of State's Anti-terrorism Assistance Program to produce a more effective explosives detection canine capable of detecting a greater variety of explosives than those under existing programs. The canines are capable of detecting approximately 19,000 explosive compounds. A major advantage in using canines is their mobility, a significant improvement over fixed detector installations that can be circumvented by a terrorist placing a bomb or smuggling explosives. On August 11, 2004, the Office of the Attorney General issued a Memorandum Regarding the Coordination of Explosives Investigations and Related Matters, which ordered that "as soon as practicable, all Department components that use explosives detection canines shall use only canines certified by ATF."⁴

Explosives enforcement officers: Explosives enforcement officers (EEOs) are trained to conduct render safe procedures of bombs and destructive devices and provide destructive device determinations. Many EEOs previously served as explosive ordnance disposal technicians in the U.S. military, where they received years of specialized explosives training.

Fire Protection Engineers (FPEs): ATF FPEs specialize in fire protection; mechanical, structural, chemical, electrical, and materials engineering; physics; and metallurgy. ATF FPEs work at the ATF Fire Research Laboratory (FRL) in Annendale, Maryland, just outside of Washington, D.C. The ATF FRL is the world's only large-scale research laboratory that is dedicated to fire scene investigations. At the FRL, FPEs conduct fire tests using sophisticated instrumentation to investigate fire scene phenomena, conduct forensic fire science and engineering tests, and analyze fire growth and dynamics questions.

Analyses at the FRL include flashover studies, electrical fire cause evaluation, and validation of fire pattern analysis indicators. FRL staff members also participate in important research regarding topics such as the impact of accelerants on fire growth and spread, ignition studies, and the performance of electrical conductors under exposure to fire.

The FRL provides a range of capabilities from bench-scale fire measurement instruments to a 16,900-square-foot burn room that can accommodate items as large as a three-story structure. FRL staff can test industrial electrical components, determine their potential role in the cause of fires, analyze timelines, assess witness statements, and correlate fire scene damage to fuel loads and ventilation that are present at the time of a fire.

Electrical engineers: ATF electrical engineers are also based at the ATF FRL and conduct electrical engineering testing, analyses, and research.

Forensic chemists: ATF forensic chemists serve as subject matter experts in the analysis of forensic evidence from criminal investigations of bombings or arsons in one or more specialized areas such as the identification of explosives residue, fire debris, or trace evidence (e.g., fibers, hair, soil, glass). They assist in crime scene processing and provide recommendations to investigating special agents on the collection and preservation of physical evidence at the scene.

NRT vehicles: The NRT's resources include a fleet of fully equipped response vehicles strategically located throughout the United States that allow the NRT to be self-contained for the forensic examination of explosives and fire scenes.

Recent NRT Responses

Recent NRT activations include such incidents as the fires set during the civil unrest in Ferguson, Missouri; the explosion at a

fertilizer facility in West, Texas, that killed 15 people in 2013; the spree of 10 arsons at churches in Texas in 2010; a commercial fire in Charleston, South Carolina, that killed 9 firefighters in 2007; and the Station Nightclub fire in 2003 in Rhode Island that killed 100 people. The NRT has also been involved in the response to larger-scale incidents such as the 9/11 terrorist attacks on the World Trade Center and Pentagon; the Olympic Park bombing in Atlanta, Georgia, during the 1996 Olympics; the Alfred P. Murrah Federal Building bombing in Oklahoma City, Oklahoma, in 1995; and the 1993 World Trade Center bombing.⁵

Over the years, the U.S. Department of State has requested ATF's assistance at numerous overseas fires and explosions, utilizing a version of the NRT that is called the International Response Team (IRT). Fire and police departments outside the United States may also request assistance through ATF's international country offices.

Significant IRT activations include a 2015 fire at a mall in El Salvador; a fire at a prison in Honduras in 2012 that killed more than 350 inmates; an ammunition depot explosion in Albania in 2008 that killed 26 people and wounded approximately 400 others; a supermarket fire in Paraguay in 2004 that killed 348 people; and a nightclub bombing in Bogota, Colombia, that killed 32 people. ATF responded to help local departments that may not have the resources to fully investigate and determine origin and cause of significant fires in their respective countries.⁶

Conclusion

The NRT is a valuable resource available to state and local law enforcement and fire service personnel when they need it most—following a large-scale incident that requires a large-scale response. These scenes of destruction can overwhelm the evidence processing capabilities of even the largest of metropolitan police, fire, and emergency service providers.

Requests for assistance from the ATF NRT should be made through the special agent in charge of the local ATF field division office. ♦

Notes:

¹U.S. Department of Justice, Bureau of Alcohol, Tobacco, Firearms and Explosives, "National Response Team Responds Overseas," <http://www.atf.gov/content/about/our-history/blast-from-the-past/historic-articles/national-response-team-responds-overseas> (accessed March 4, 2015).

²Guy E. Burnette, Jr. "Expert Testimony in an Arson Case," in *Motive, Means, and Opportunity, A Guide to Fire Investigation*, ed. M. Corey (American Re-Insurance Company, Claims Division, 1996).

³*Sniffing Out Terrorism: The Use of Dogs in Homeland Security*, Hearing before the Committee on Homeland Security, Subcommittee on Management, Integration, and Oversight, 109th Cong. 1st Sess.(2005) (statement of Special Agent Terry Bohan, Chief of the National Canine Training and Operations Support Branch at the Bureau of Alcohol, Tobacco, Firearms and Explosives), <http://www.gpo.gov/fdsys/pkg/CHRG-109hhrg31902/html/CHRG-109hhrg31902.htm> (accessed March 4, 2015).

⁴U.S. Department of Justice, Bureau of Alcohol, Tobacco, Firearms and Explosives, "ATF's National Canine Division, Fact Sheet," <https://www.atf.gov/publications/factsheets/factsheet-accelerant-detection-canines.html> (accessed March 4, 2015).

⁵U.S. Department of Justice, Bureau of Alcohol, Tobacco, Firearms and Explosives, "National and International Response Team, Fact Sheet," <https://www.atf.gov/publications/factsheets/factsheet-national-international-response-team.html> (accessed March 4, 2015).

⁶Ibid.



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Officer Survival Simulation Training

By John Heil, Partner, Psychological Health Roanoke, Instructor, Roanoke, Virginia, Police Academy

At the core of the skill set of the law enforcement officer is the capacity to use deadly force effectively under the pressure of life and death consequences. Use-of-force decision making has a profound impact on the community, the law enforcement agency, and the officer. The relative infrequency and unpredictability of deadly force encounters creates a significant training challenge. According to conventional wisdom, the officer who has previously faced a deadly force encounter brings the benefit of prior experience, a sense of having been there before, which translates into an enhanced ability to perform under pressure. This raises the question of how to best prepare officers to perform when they face their first deadly force situation. While there is no substitute for experience, the best alternative is high-fidelity simulation, where skill sets are challenged in a realistic training environment.

Roanoke, Virginia, Police Department has more than 10 years of experience with a high-fidelity simulation training program

focused on officer survival. The program is a collaboration between department staff and an experienced police consultant trained as a sport psychologist.¹

Program Description

High-fidelity simulation training is the focal point of a comprehensive officer survival protocol, which includes a didactic instructional component, as well as post-event tactical and psychological debriefings. The training scenario includes “shoot–don’t shoot” decision making, use of a service weapon, tactical movement, verbal commands, radio communication, and responding to a simulated injury. This specific scenario is designed for the academy-based training of recruits.

Didactic Instruction

The didactic component includes training in self-administered first aid, tactical emergency communications, and a two-part sport psychology seminar. The initial sport psychology segment is a two-hour

seminar on the psychology and neuroscience of survival. This is followed by a one-hour introduction to sport psychology mental training, which includes skill-based practices relevant to law enforcement.²

The psychology of survival lecture presents research and theory from medical and psychological science. This is assimilated with principles and practices culled from case studies and anecdotes in outdoor sports and survival literature and from the Asian martial arts tradition. The goal of the presentation is to reconcile the lore and lived experience of those who have encountered survival situations with the psychology and neuroscience of the mind and body at the extremes of performance. The first sport psychology seminar is designed to address four questions drawn from the lore of survival: (1) “Can a coyote chew off its own leg?” (2) “Does the lion hear its own roar?” (3) “Can time slow down?” and (4) “Can a martial arts master become invisible?” To offer insight into these questions, there is a description of the psychology and neuroscience of pain processing; perceptual changes such as visual tunneling and auditory exclusion; automated behavior; and cognitive changes, including memory lapse and time distortion.³ The seminar includes a case study review of outdoor athlete Aron Ralston’s self-rescue by severing

his own arm after being trapped for over 100 hours in a remote wilderness environment. The seminar concludes with a look at the six key elements that characterize a survival mind-set.

1. expectation that pain can and will be tolerated;
2. positive interpretation of the pain experience;
3. an overriding goal focus;
4. absorption in the "work in progress," that is, a focus on task over pain;
5. acceptance of cognitive and perceptual change under stress;
6. assumption of limited duration to resolution.⁴

The second seminar provides an introduction to sport psychology mental training, a set of practical methods designed to develop psychological skills in high-performance environments. The five cardinal skills of mental training—intensity control, concentration, imagery, self-talk, and performance routines—are presented. There is practice of an intensity control method (including tactical breathing) and an introduction to the use of imagery-based rehearsal methods to anticipate and prepare mentally for critical incidents.⁵

High-Fidelity Simulation

Constructing and conducting high-fidelity simulation training is labor intensive and detail sensitive. To be effective, the simulation must recreate the tangible elements of the tactical environment while being true to the intangible aspects of mind and body performing under pressure. Creating a scenario begins with constructing an environment that is as realistic as possible relative to setting, personal gear, firearms, radio traffic, and other situational elements. This is a relatively straightforward process, but it may be limited by finances (e.g., cost of simunition rounds), resources (substantial staff commitment), and logistics.

Creating the feel of a high-stress environment is equally important to making it realistic, but far less straightforward. This starts with the innate desire of recruits to perform well in front of supervisors and peers, creating a sense of pressure akin to that found in an athletic event. However, the psychological challenge of the scenario is enhanced by a series of measures designed to increase physiological intensity and create sensory-perceptual overload, thus, recreating the feel of mind and body performing in critical incidents.⁶ The scenario is preceded by a brief run around the simulation environment to raise heart rate and create physiological load. Immediately before entering the tactical environment, the participant has one foot placed in a large boot filled with ice, which simulates injury by limiting mobility and further adding to physiological load. Upon entering the environment, there are actors verbalizing behind closed doors while a radio plays loudly. As the scenario unfolds, the participant must respond to an assailant who wounds the officer and his partner, implement appropriate tactics, and problem solve a unique decision-making challenge.

An initial program evaluation study using post-incident structured interviews and a qualitative research methodology reveals disruptive perceptual and cognitive impacts, consistent with the often-cited works of researchers David Klinger and Dave Grossman on deadly force and combat, respectively.⁷ The particular training scenario is consistently tactically and psychologically challenging to novice trainees, as well as those with prior military experience.

The simulation scenarios are videotaped to facilitate review and debriefing by participants and instructors.

Debriefing

An individual tactical debriefing immediately follows the scenario, conducted according to established department procedures. Remaining in the tactical environment for this debriefing facilitates instruction in tactical movement, cover and concealment, and other environment-specific elements.

A small group (three to five participants) psychological debriefing follows the exercise. This debriefing focuses on the training exercise as a learning opportunity about the psychology of performance under

pressure. It references and reinforces the lessons of the didactic seminar held previously and is intended to normalize the perceptual and cognitive effects that are often experienced in critical incidents.

The psychological debriefing is conducted using a four-phase structured inquiry, which asks progressively more specific and focused questions, designed to probe an experience that is inherently difficult to articulate. In the first phase, a series of open-ended questions guide the participant in a sequential review of the incident from beginning to end (with questions like: "What was the first thing going through your mind when you realized you were being fired on? Then what happened?"). Prior to the second phase of inquiry, the trainee reviews the video of the incident. This is followed by a series of open-ended questions that guide the trainee in comparing and contrasting personal recollections with the video record. This has proven useful in identifying differences between memory and the video and in illuminating the impact of stress on memory. Although often subtle, differences are commonly reported that range from an altered sense of time passing to actual lapses of memory for certain actions. The third phase of inquiry again asks open-ended questions, but this phase focuses on specific topics such as "What impact did you notice on physical function like heart rate and breathing?" and "Did you notice any effects on hearing or vision?" In the final phase, specific and direct questions are asked such as: "What did you notice about the ice in the boot?"; "Did your protective mask fog up?"; and "How much time elapsed from initial radio contact to scenario conclusion?". This last phase of questioning is intended to call specific attention to perceptual changes that might otherwise not be revealed due to either a lack of awareness or a reluctance to report.

The video recording and replay provides multiple mental replays of the event for the participants and creates an opportunity to learn from others' behaviors. The combination of tactical review and psychological review, along with personal video review and video review of others, results in multiple mental repetitions of the event, thus optimizing the labor-intensive investment in simulation training. The ability to learn from observation, long recognized in psychological research, has been reinforced by recent developments in neuroscience research.⁸

The group psychological debriefing creates a shared experience and offers some benefits of the "campfire debriefing" as described by Grossman.⁹ Because the simulation is constructed to present a maximal challenge, participants are often dissatisfied with their performance. An awareness that others are similarly challenged sets up the opportunity for mutual support that is the hallmark of the campfire debriefing. It also helps bring the purpose of training into focus: to have the opportunity to apply and learn tactical skills under the highest level of stress that can be created outside an actual critical incident.

The psychological debriefing concludes with a sport psychology intervention designed to bring closure to the training experience and optimize its learning potential. This post-event balanced self-critique exercise cultivates confidence by focusing on the way in which future performance may be enhanced with the benefit of the recent learning experience.¹⁰

Sport Psychology and Law Enforcement

In debriefing a first critical incident in 1993, the author noted similarities between the behavior of police officers in deadly force encounters and athletes reporting on peak experiences in sport. The predominant critical incident stress debriefing (CISD) model at the time focused on helping officers cope with the possible trauma of the encounter and its aftermath. In incorporating sport psychology intervention methods, the author expands the focus of debriefing to include a review of the encounter through the filter of high-performance psychology, with an eye to optimizing the training impact of the experience.¹¹

Now, over 20 years later, the field of sport psychology is taking the lead in examining links between brain and behavior under

performance pressure and, in doing so, establishing a broadly based neuropsychology of performance. The sport performance model has been increasingly applied to professions that demand rapid decision making under stress in demanding environments—including law enforcement and the military. That is, sport psychology theory and research can be transferred to other performance domains based on the specific task demands shared across disciplines.¹² For example, research with soccer players that looks at the ability to take action in response to rapidly occurring and unpredictable events has identified an underlying neuroscience of rapid decision making. This finding is transferrable to other performance domains where a similar skill is required, such as “shoot–don’t shoot” decision making by a police officer.¹³

More broadly speaking, the athlete-police parallel is relevant in that both groups seek to achieve maximal performance by implementing a complex set of cognitive and motor skills in a high-performance environment. Yet there is an obvious and compelling difference between athletes and law enforcement officers: while elite athletes will experience many iterations of critical moments over the course of a career, law enforcement officers are called on to use deadly force rarely and typically with minimal forewarning. This places a relatively greater demand on training in law enforcement.

The implicit goals of law enforcement training are not only to teach skills, but to transform the person, based on the assumption that there are fundamental differences of mind between police officers and citizens. Research comparing police officers with a group of citizens in a “shoot–don’t shoot” simulation exercise found that officers were less likely to be influenced by a racial bias effect that has been shown to be prominent, in particular, in rapid decision making.¹⁴ The results of the study are interesting in light of the public perception of racial bias and profiling that cast negative attention on policing. The study raises the question of the extent to which high-quality tactical firearm training may be a greater remedy to racial bias in critical incidents than cultural sensitivity training.

The long-term psychological and potentially negative impacts of deadly force encounters has been well documented. It appears that the pressure of deadly force encounters may result in deviation from a survival-oriented best course of action, selective after-incident memory, and vulnerability to post-incident distress.¹⁵ This suggests that the burden of training reaches beyond critical incidents themselves to dealing with their aftermath. This is served by instruction in the psychology and neuroscience of survival and of deadly force encounters. Understanding the ways in

which mind and body function differently under pressure helps normalize the cognitive and perceptual changes noted during critical incidents. By de-stigmatizing these effects, the officer is better able to speak freely and less prone to fear censure or embarrassment. The opportunity to speak openly about such experiences, such as in a peer support group, facilitates the return to normal baseline function and serves as a remedy to the potentially disruptive post-incident traumatic effects.

The combination of high-fidelity simulation in conjunction with sport psychology skills training is designed to optimize officer performance in critical incidents. As conventional wisdom would suggest, the ability to perform at an optimal level in the critical incident itself is the best of remedies to post-incident trauma. ♦

Special thanks are due to Sergeant Chad Sacra and Sergeant Andy Pulley for their work in developing and conducting the training described. The author expresses his appreciation to the many Roanoke, Virginia, Police Department officers and staff who participated in this training, with special appreciation to Chief Atlas Joe Gaskins and Chief Chris Perkins for their leadership and commitment to high-quality training.

Notes:

¹For a detailed review of the psychological component of the Roanoke Police Department’s Officer Survival Simulation Training program, see John Heil, “Police Survival Training: Psychological Debriefing Plan and Rationale” (2012), which is available from the author (jheil@PsychHealthRoanoke.com).

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⁵Rich Gordin and John Heil, “The Cardinal Skills of Mental Training,” *American Fencing Magazine* (Winter 1996): 10–11.

⁶Klinger, *Into the Kill Zone*; Grossman, *On Combat*.

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⁸Albert Bandura, “Social Learning Through Imitation,” Nebraska Symposium

on Motivation (Lincoln, NE: University of Nebraska Press, 1962); V.S. Ramachandran, *The Tell Tale Brain: A Neuroscientist’s Quest for What Makes Us Human* (New York: Norton & Company, 2012).

⁹Dave Grossman, *On Killing: The Psychological Cost of Learning to Kill in War and Society* (New York, NY: Little, Brown, and Company, 1996). Grossman describes the benefits of the informal debriefing of deadly force encounters with peers. The reference to the “campfire” speaks to the tradition in earlier wars when soldiers gathered around the campfire at the end of the day’s fighting. It shares elements in common with the contemporary practice of informal peer debriefing.

¹⁰John Heil and Paul Soter, *Stripside Coaching 2.0* (Roanoke, VA: Zen Zone Digital, 2013).

¹¹John Heil, “Police Line of Duty Shootings: Applying Sport Psychology Flow Theory” (presented at the 24th International Congress of Applied Sport Psychology, San Francisco, CA, August 1998).

¹²John Heil and Jay Lee, “Sport Psychology Applied to Law Enforcement Training” (presented at the Association for Applied Sport Psychology Conference, Salt Lake City, UT, September 2009); Steven DeWiggins, Brian Hite, and Valerie Alston, “Personal Performance Plan: Application of Mental Skills Training to Real-World Military Tasks,” *Journal of Applied Sport Psychology* 22, no. 4 (October 2010): 458–473.

¹³Daniel T. Bishop et al., “Neural Basis for Anticipation Skill in Soccer: An fMRI Study,” *Journal of Sport & Exercise Psychology* 35, no. 1 (February 2013): 98–109. While this focuses on soccer players, the key element is the underlying neuroscience of the skill set it examines. The broad applicability of fundamental principles across sports and other professions has been well documented and provides usable information in the absence of more police-specific research.

¹⁴See Joshua Correll et al., “Across the Thin Blue Line: Police Officers and Racial Bias in the Decision to Shoot,” *Journal of Personality and Social Psychology* 92, no. 6 (2007): 1006–1023, <https://www.blinn.edu/brazos/socialscience/Psyc/Correll%20et%20al.pdf> (accessed February 19, 2015).

¹⁵Grossman, *On Killing*; Klinger, *Into the Killing Zone*; Thomas J. Aveni, *The MMRMA Deadly Force Project: A Critical Analysis of Police Shootings under Ambiguous Circumstances* (Spofford, NH: The Police Policy Studies Council, 2008), http://www.theppsc.org/Research/V3.MMRMA_Deadly_Force_Project.pdf (accessed February 19, 2015).



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The ATF iTrafficking Program: Integration of Firearms Trace/ Ballistic Data into Fusion Center Intelligence Sharing

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In December 2010, the Bureau of Justice Assistance in the U.S. Department of Justice awarded a grant to the International Association of Chiefs of Police (IACP) to examine the impact of the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) Interstate Trafficking Program (iTrafficking), launched in 2008, to promote a regional approach to firearms trafficking investigations. By assigning contractors to four key fusion centers in the Northeast region of the United States to analyze crime gun data, the ATF sought to develop an innovative, multi-state approach to reducing violent crime through shared resources and increased collaboration. Working with ATF contractors and fusion center personnel from those four pilot sites, the IACP conducted an extensive review of the development and implementation of the program.

Firearms Tracing and Ballistics Systems

The ATF collects, reports, and shares information about crime guns through two primary sources: eTrace and NIBIN. In simple terms, eTrace collects information from the outside of the gun (make, model, and serial number), while NIBIN collects information from the inside of the gun (ballistics).

eTrace

eTrace is an Internet-based system that allows participating law enforcement agencies to submit firearms trace data to the ATF National Tracing Center. Authorized users can receive firearms trace results via this same website, search a database of all firearms traces submitted by their individual agencies, and perform analytical functions.* It is available to domestic and international law enforcement agencies to assist in the tracing of U.S.-sourced firearms. Through eTrace, law enforcement agencies can electronically submit firearms trace requests, monitor the progress of traces, retrieve completed trace results, and query firearms trace-related data. eTrace includes analytical and download capabilities for the ATF's firearms trace information, including selective field searches and statistical reporting. eTrace also has a referral list capability that allows participating agencies to learn if the purchaser, possessor, associate, licensed place of sale, and recovery location have been identified in other traces by any other law enforcement agency that is tracing firearms.

To access and utilize eTrace, the only equipment needed is a computer and access to the Internet, allowing even the smallest of agencies to trace their firearms and perform online data analysis. eTrace access is achieved by obtaining a valid user ID and password from the ATF. Each participating agency also enters into a memorandum of understanding (MOU) with the ATF. The MOU is intended to formalize a partnership among the participating agencies with regard to policy and procedures relative to the access and utilization of eTrace. Once on eTrace, agencies can enter new traces, view existing traces, and run reports on traces that their agency entered. Only ATF users of the eTrace application (this includes ATF employees, ATF task force officers, and ATF contractors) are able to view trace results from all agencies. In accordance with applicable appropriations laws and ATF policy, non-ATF users can access trace data only if the data originated from their particular agency.

NIBIN

Law enforcement agencies using Integrated Ballistic Identification Systems to acquire digital images of markings made on spent ammunition recovered from a crime scene or a crime gun test fire can use the NIBIN database to match and compare those images with earlier entries by other law enforcement agencies. These matches are commonly referred to as "hits."

Note:

*Bureau of Alcohol, Tobacco, Firearms and Explosives, "eTrace 4.0," <https://www.atfonline.gov/etrace> (accessed February 27, 2015).

The project included the following objectives:

- Develop a fusion center survey instrument to identify law enforcement practices on crime gun tracing policies.
- Identify and address statutory issues and barriers to implementing a crime gun tracing intelligence-sharing strategy.
- Develop an education and awareness program for law enforcement promoting the tracing of crime guns to prevent and solve crime.
- Develop or identify existing technical solutions that support sharing crime gun data.
- Document promising practices by fusion centers that currently examine crime gun tracing data.
- Design and disseminate a state-level crime gun tracing intelligence-sharing strategy report.

Background Information

One of the primary missions of the ATF is to protect communities from the illegal trafficking of firearms. Accordingly, a high priority for the ATF is firearms tracing, which is a key source of information to identify leads in firearms trafficking investigations. The trace information allows the ATF to link suspects to firearms in criminal investigations for federal, state, and local law enforcement agencies making the trace requests and to identify illegal firearms traffickers through recurring patterns and trends indicative of illegal firearms trafficking. Additionally, the ATF performs analysis of the aggregate trace data to help communities develop focused strategies and programs that address specific factors that contribute to armed crime.¹

To that end, the ATF initiated the iTrafficking Program in 2008 along the north-east I-95 corridor to help state and local law enforcement agencies combat this problem. By assigning contractors to fusion centers to analyze crime gun data and facilitate inter-agency cooperation, the ATF sought to develop an innovative, regional approach to reducing violent crime through shared resources and increased collaboration. A primary objective of the program was to ensure the complete tracing of all crime guns, thereby providing additional investigative resources. Fusion centers in New York, New Jersey, Pennsylvania, Delaware, and Maryland were selected to implement the iTrafficking Program based upon several factors.

- New York and New Jersey are very often the recipient states of firearms along the I-95 corridor as the endpoints of the "iron pipeline."
- Fusion centers in several of the states selected had existing working relationships with the ATF.



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In August 2009, ATF officials and superintendents from various state police organizations met to discuss the role that state fusion centers could play in firearms trafficking investigations. Of special interest was a successful model recently established in the New Jersey Regional Operations and Intelligence Center (ROIC) where ATF agents were assigned on a full-time basis to work with New Jersey State Police firearms trafficking investigators. This model has achieved a high level of success based on two critical factors: legislation and collaboration. In New Jersey, the tracing of firearms is mandated by a 2007 law that requires police departments in the state to trace all recovered firearms. Additionally, the ATF and the New Jersey State Police recognized that working together strengthens their ability to combat firearms trafficking and crimes involving firearms. Operating as an "all-hazards" fusion center since 2006, the ROIC had already achieved a high level of participation and cooperation from local law enforcement agencies. Subsequently, the establishment of a joint firearms trafficking task force in the ROIC to investigate leads generated from firearms trace data was a seamless function. ATF officials used information gathered from this meeting to inform the development of the role of the iTrafficking personnel.

Due to limited availability of special agent positions, the ATF hired civilian contractors to work in the four fusion centers to increase firearms tracing capacity, coordinate firearms trafficking investigations, and act as general liaisons to the ATF. Con-

tractors were hired in December 2010. Each received an initial week-long training in eTrace, the ATF's web-based firearms trace request submission system and interactive trace analysis module; nForce, the computerized ATF case management system; the function of the ATF National Tracing Center; firearms identification methods; and fusion center operations.

The role of the iTrafficking contractors was to help ensure that all recovered crime guns were traced and that complete and accurate trace information was entered into ATF's online tracing application (eTrace) or the paper-based Trace Request Form. The iTrafficking contractors then analyzed the trace data to identify potential firearms trafficking investigative leads, as well as firearms trafficking trends. Mapping of pertinent trace information was also provided in order to assist local, tribal, state, and federal law enforcement agencies with strategy development, investigative action plans, and resource deployment.

Fusion Centers—Assessing Capacity to Trace Firearms

Four fusion centers were selected as pilot sites for this project: the Maryland Coordination and Analyses Center in Baltimore, Maryland; the Delaware Information and Analysis Center in Dover, Delaware; the Pennsylvania Criminal Information Center in Harrisburg, Pennsylvania; and the New York State Intelligence Center in Albany, New York.

Project staff visited each fusion center to interview the iTrafficking contractor, fusion center supervisors and directors, and the

iTrafficking contractor's ATF supervisor. The goal of the interviews was to clarify how the ATF contractor worked in conjunction with fusion center personnel to develop intelligence products that incorporate gun tracing data analysis products. Also of interest was how each pilot fusion center transitioned and received the ATF analyst and how the iTrafficking analytic products were used by local and state law enforcement to improve criminal prosecutions. Project staff were also interested in determining if fusion center intelligence products included crime gun tracing information, and, if so, how crime or crime gun tracing was affected statewide.

To compare ATF pilot fusion center sites to other fusion centers, a survey instrument was developed to gauge the current state of practice with respect to the use of crime gun information at selected non-pilot sites. In order to obtain a wide range of responses, a random geographic cross section of fusion centers across the United States was selected for survey distribution, including centers in Arkansas, Colorado, Florida, Illinois, Ohio, Oregon, and North Carolina. These fusion centers were surveyed to determine how, if at all, crime gun tracing was included in their intelligence products and what benefits, if any, were realized by fusion center or local law enforcement personnel.

Key findings included the following:

- The majority (71 percent) indicated that their fusion center has been in operation for four to seven years.
- All respondents cited terrorism activities as their primary focus.
- Secondary activities included violent crimes (71 percent), gangs (43 percent), drug trafficking (29 percent), and fire services (29 percent).
- The majority (85.7 percent) indicated that ATF staff were not assigned to their center.
- More than half (57 percent) indicated that they coordinate investigations with a local ATF representative.
- Of the respondents, 29 percent share data, information, and intelligence with an ATF intelligence field office (also referred to as a gun center).
- Only one fusion center had an in-house analyst dedicated to firearms or gun violence.
- One fusion center utilized eTrace.
- One fusion center indicated that it used information from the National Integrated Ballistic Information Network (NIBIN) in its analytical processes.
- One fusion center routinely examines National Instant Criminal Background Check System (NICS) information to trace firearms purchases.

Milwaukee Frontline Initiative

The Milwaukee Frontline Initiative (MFI) is a collaboration to reduce gun crimes through coordinated, focused investigations, coupled with prevention and suppression efforts in partnership with Milwaukee Police Department (MPD); the ATF; and regional law enforcement partners. The core premise is the coordination of activities of law enforcement, corrections, prosecution, and state crime lab partners on an information-sharing platform that will maximize the efficiency and effectiveness of all efforts. MFI will utilize a combination of existing and new technological tools—ATF eTrace and NIBIN; iBase; GIS Mapping; Shotspotter (SST); Automated License Plate Readers; and touch DNA—to improve the timely identification, apprehension, and prosecution of targeted gun offenders. Launched in October 2013, the project is in the early stages of development. It also incorporates an existing partnership between the MPD and ATF, launched in September 2013, to reduce gun violence.

Building upon the success of a previous joint initiative, the ATF and MPD formed the Regional Crime Gun Intelligence Center (CGIC) in January 2014, and began using NIBIN as its primary investigative tool. The CGIC was a logical extension to the "follow-the-gun" strategy and other elements used during the initiative. The success of this initiative is based on the pilot installation of NIBIN technology directly into the MPD, where officers are functioning as NIBIN techs and entering evidence into the system for near real-time results.

The CGIC fills a strong need in Wisconsin for a proactive, intelligence-based targeting of criminal offenders in the Eastern District of Wisconsin. The CGIC is producing timely, precise, and objective intelligence data to focus resources on the most violent offenders in Milwaukee and surrounding jurisdictions.

- One fusion center indicated that it utilizes a firearm offender database, such as a firearm offender registry, to trace firearms purchases.

Survey responses revealed key information about the current state of fusion center practices. While most identified terrorism as their primary focus, violent crime was identified as a secondary focus. Additionally, more than half of the respondents indicated that they coordinated investigations with local ATF offices. Despite these practices, only one fusion center reported the use of eTrace, NIBIN, or the NICS. It is also important to note that the use of crime gun information was not identified as a priority area for any of the centers.

Pilot Site Visit Summaries

Project staff conducted one-on-one interviews with the iTrafficking contractor, fusion center supervisors and directors, and the iTrafficking contractor's ATF supervisor at each pilot site. Information regarding the integration of information into analytical products, benefits of the project, and suggestions for improvement were primary objectives of each interview.

A number of recurring and important themes surfaced during all of the site visits, including the following:

- More than anything else, fusion center representatives cited confusion about the ability to share gun trace data with other law enforcement agencies.
- The addition of an ATF contractor in fusion centers improved coordination and collaboration between federal, state, and local law enforcement agencies.
- Intelligence products based on the analysis of firearms trace data were effective in identifying investigative leads.
- A focus on "time-to-crime" analysis and tracing guns with obliterated serial numbers helped to identify investigative leads in violent crime cases. (Time-to-crime is the number of days between the retail sale of a firearm and law enforcement's recovery of the firearm in connection with a crime.)
- Additional training in eTrace would improve the frequency and accuracy of firearms tracing by local law enforcement.

These findings highlight the benefits of the iTrafficking project while also identifying future areas of improvement for both ATF and local law enforcement personnel.

The Impact of the ATF iTrafficking Program—Project Findings

The iTrafficking Program had a positive impact on firearms trafficking investigations

introducing the

Law Enforcement e-desk



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- City information
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E-Desk can also be used to provide services 24/7 at stations that close in the evenings, giving citizens the ability to receive non-emergency services around the clock.

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and on the frequency and accuracy of firearms tracing. State police and local law enforcement in the iTrafficking states have been sharing firearms trace data with the ATF, resulting in improved collaborations, especially in task force operations.

Significantly, trace data from the ATF Office of Strategic Intelligence and Information confirmed that all of the iTrafficking states except New York (which is an exception because the ATF has been tracing all NYPD firearms for several years) experienced an increase in the number of firearms traced from 2010 to 2011. Moreover, the number of firearms successfully traced back to a federal firearms licensee increased in all of the iTrafficking states except Delaware. Delaware traces far fewer firearms than the other contributing states, due in great part to its lower population.

ATF Trace Data from 2010 to 2011 yielded the following specific results during the study period:

Increases in the number of firearms traced by state

- Delaware: 12 percent
- Maryland: 3 percent
- Pennsylvania: 2 percent

Increases in the number of successful traces

- Maryland: 8 percent
- Pennsylvania: 6 percent
- New York: 4 percent

Further, fusion center interviews and eTrace records revealed that the iTrafficking contractor in Pennsylvania worked with the Philadelphia Police Department to increase successful firearms traces by 45 percent.

A review of the information obtained from all of the site visits also indicated positive outcomes for the ATF, fusion centers, and local law enforcement agencies.

Benefits of the iTrafficking Program to ATF

The iTrafficking program filters raw information through a number of databases at state fusion centers, resulting in actionable and timely criminal intelligence being disseminated to ATF field offices. The location of the iTrafficking contractors at fusion centers provides access to all of the resources and information necessary to provide a broad intelligence package that is both useful and actionable by law enforcement. In addition to the accessibility of the various intelligence databases, colocating ATF or contractor personnel in the fusion centers also provides direct access to representatives from many other state, local, tribal, and federal law enforcement agencies. This access results in stronger relationships and information sharing on breaking cases that may not yet be found in the various databases used by local law enforcement.

Benefits of the iTrafficking Program to Fusion Centers

Interviews conducted with fusion center representatives indicated that the majority agree that ATF on-site presence is valuable and supports the fusion centers' capabilities and mission. It is essential to have someone in place in fusion centers for coordination and information sharing that includes firearms tracing. The contractor's involvement in the development of intelligence products for law enforcement, investigators, and prosecutors can be beneficial in providing both tactical and strategic information that builds strong investigative leads, supports successful prosecutions, and assists in the development of crime reduction plans.

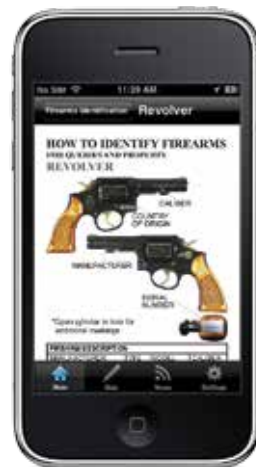
Specific benefits at the pilot sites included improved accuracy of firearms tracing by state and local law enforcement (45 percent in Philadelphia, 6 percent statewide in Pennsylvania, and 8 percent in Maryland); stronger investigations (more facts of the case, witnesses, and evidence were discovered); and higher conviction rates due to the inclusion of crime gun tracing and intelligence sharing.

Benefits of the iTrafficking Program to State, Local, and Tribal Law Enforcement

Reducing violent crime, identifying and apprehending violent offenders, and keeping communities safe are, and always will be, priorities for law enforcement. These priorities are especially focused at the state, local, and tribal law enforcement level, whose members are directly accountable to the citizens they serve. The iTrafficking program is designed to support those efforts through the improved analysis and dissemination of crime gun data available from the ATF. Contractors assigned to the pilot fusion centers reported numerous criminal cases that were solved as a direct result of the addition of ATF resources to fusion center functions. Additionally, firearms traces increased in three out of four pilot fusion centers, a success directly attributable to the efforts of the contractors to improve collaboration, develop operating procedures, establish priorities, and perform other critical tasks.

Improving the frequency and accuracy of firearms tracing at the local level is a primary method of ensuring that crime gun data is available for analysis. The iTrafficking program clearly highlighted the need to improve gun tracing by local law enforcement agencies. Accordingly, the IACP developed a new mobile application (app) of the ATF's Police Officer's Guide to Recovered Firearms for smartphones. The app provides information on firearms safety, firearms marking identification, firearms tracing tools, and other information to assist law enforcement in tracing firearms.

Released in January 2012, it has been downloaded more than 30,000 times.²



The Officer's Guide to Recovered Firearms app can be downloaded free of charge at <http://myappsinfo.com/recoveredfirearms>.

Future of the iTrafficking Initiative

The core mission of any fusion center is the sharing of information and intelligence products among law enforcement agencies to support homeland security and investigate criminal activity. The iTrafficking project supports this mission by providing timely and actionable intelligence to fusion center personnel, state and local law enforcement agencies, and ATF enforcement groups to investigate and reduce violent firearms crime.

The iTrafficking project was deliberately piloted in a region of the United States known for having a high volume of illegally trafficked firearms in order to test its viability. The project outcomes, as documented in this article and the upcoming report, clearly enhance a fusion center's ability to leverage investigative resources to support criminal investigations, prosecutions, and strategic planning.

Unfortunately, as of October 1, 2013, all iTrafficking contractors were released from the ATF and the pilot fusion centers due to a lack of continued funding. (As of January 2014, there was indication that future funding will be provided.) Despite this loss of personnel, the iTrafficking project did not end with the departure of the contractors. Given the relatively short period of involvement with the iTrafficking project, fusion center personnel quickly recognized its benefit and continued to include crime gun data in their analytical processes. Fusion center personnel agreed that expansion of the project to other fusion centers is a logical next step to increasing the use of crime gun data in investigations.

However, during the project period it became apparent to project staff that many law enforcement agencies and some fusion center personnel were unfamiliar with the use of crime gun data in criminal investigations. Surprisingly, law enforcement personnel and fusion center analysts in some states were completely unfamiliar with the eTrace system. Unfortunately, these discoveries were consistent with the findings of the survey distributed to fusion centers early in the project. That survey revealed that only one fusion center, out of the seven surveyed, used eTrace and NIBIN data in their analytical functions.

Subsequently, project staff became aware of the need to educate a broad spectrum of law enforcement and fusion center personnel about the benefits of incorporating eTrace, NIBIN, and other crime gun data into investigative functions. From the basics of properly submitting crime gun information into eTrace to generating investigating interviews or developing complex crime reduction strategies, thorough and frequent educational programs on firearm tracing are needed for law enforcement personnel.

Simultaneous to the educational efforts regarding crime gun data analysis functions, the iTrafficking model should be incorporated into fusion center operations. Specifically, fusion centers in certain regions of the United States that have experienced historically high volumes of illegal gun trafficking and violent firearms crime should be early adopters of the project. Those regions include the Northeast (Pennsylvania, New York); Central (Illinois, Indiana); and West (California, Nevada, Arizona).

Additionally, fusion centers in "source states" could combat violent firearms crime by examining crime gun data. Those states along the I-95 corridor include Virginia, North Carolina, South Carolina, Georgia, and Florida.

Creating New iTrafficking Programs across the United States

The survey of non-pilot fusion centers during this project indicated that the primary goals of many fusion centers are to prevent terrorism and combat violent crime. Incorporating the iTrafficking program into current practices supports those goals and is a logical decision for fusion center directors. Initial actions require little more than the establishment of an eTrace account. Since the eTrace database is Internet-based, no additional software or hardware is needed. Secondary actions include securing support and collaboration from task force agencies to share crime gun trace data and NIBIN hit confirmations. Therefore, representatives from all law enforcement agencies participating in the fusion center should be incorporated into the planning process as early as possible.

A major concern about the introduction of any new task or program will certainly focus on the need for additional personnel. While this is an expected and reasonable concern, it should not become the central focus. As demonstrated in this project, no additional personnel were needed to perform basic analytical functions in the pilot fusion centers after the contractors were no longer present. That is not to say that the addition of a full-time analyst would not be beneficial, if possible—it would, absolutely.

Other early considerations for fusion centers include

- establishing a memorandum of understanding with ATF to access the eTrace online system;
- establishing liaisons with local agencies that have NIBIN equipment to ensure that NIBIN "hit" information is shared and investigated in a timely manner;
- training all personnel in the use of eTrace and NIBIN;
- establishing protocols to ensure that crime gun trace data and NIBIN hit confirmation data are shared promptly by all participating agencies; and
- developing policies to describe how crime gun data will be used for tactical and strategic purposes.

These considerations are not all-encompassing, but do provide the basic steps needed to implement an iTrafficking program.

Additionally, the IACP has designed a state-level crime gun tracing intelligence-sharing strategy, as part of the iTrafficking project, to help state and local agencies implement an iTrafficking project. The intelligence-sharing strategy outlines the investigative benefits of crime gun data, important factors to consider in the analysis of the data, and other ATF resources available to investigators. The intelligence-sharing strategy will also be included, as an appendix, in the final iTrafficking report.

Summary

Firearms violence is one of the top crime challenges facing many police chiefs in the United States today. Focused enforcement on the interdiction of illegally trafficked firearms to gangs and violent criminals will always be a priority for law enforcement. As part of the intelligence-led policing effort, departments can utilize their firearms trace data to reduce firearms trafficking and firearms crime.

The ATF iTrafficking Program, launched in 2008, implemented a regional approach to firearms trafficking investigations in fusion centers located in the Northeast region of the United States. This region, commonly referred to as the "iron pipeline," has a historically high volume of illegal firearms trafficking and violent crime involving firearms. As a result of the addition of ATF contractors to selected fusion centers, improvements in both the quantity and quality of investigative leads, analytical capacity, and relationships with other law enforcement agencies were realized. Subsequently, core features of the iTrafficking project have become permanently integrated into normal functions of several fusion centers, despite the ATF no longer providing full-time analysts at those sites.

Law enforcement agencies and fusion centers across the United States could significantly benefit from implementing an iTrafficking model in their jurisdictions. The lessons learned and the promising practices identified in the upcoming report will help to serve as a platform to get started. ♦

The complete IACP evaluation report will be available via the IACP website on April 15, 2015.

Notes:

¹U.S. Department of Justice, Bureau of Alcohol, Tobacco, Firearms and Explosives, *Congressional Budget Submission Fiscal Year 2014* (Washington D.C.: ATF, April 2013), <http://www.justice.gov/sites/default/files/jmd/legacy/2013/12/23/atf-justification.pdf> (accessed March 2, 2015).

²"ICAP Project Safe Neighborhoods Launches Gun ID App," IACP News, *The Police Chief* 79, no. 2 (February 2012), 62, http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=print_display&article_id=2605&issue_id=22012 (accessed March 2, 2015).

Visit IACP's National Law Enforcement Policy Center to access a model policy regarding firearms at **www.theiacp.org/Model-Policies-for-Policing**. All model policies are free for IACP members.

Homeland Security Investigations Follows the Money Trails to Combat Crime



By Bernadette Smith, Public Affairs Specialist, Department of Homeland Security, U.S. Immigration and Customs Enforcement

In the history of law enforcement, financial investigations have been integral to the arrest and conviction of some of the most notorious, dangerous, and elusive criminals. In 1931, gangster, bootlegger, and racketeer, Al Capone, was sentenced to 11 years in prison after he was arrested, prosecuted, and convicted on charges of tax evasion.¹ Before that famous arrest, in 1920, the criminal investigative arm of the Internal Revenue Service (IRS) took down an opium trafficker in Hawaii the only way it could—using tax evasion charges.²

Today, U.S. Immigration and Customs Enforcement's (ICE's) Homeland Security Investigations (HSI) and its law enforcement partners are challenged by criminals and criminal enterprises that contribute to the billions of dollars in illicit proceeds that flow through the United States' financial systems each year. The IRS reports that crimes dealing with or motivated by money make up the majority of current criminal activity in the United States.³

The U.S. State Department reports that along with the increase in the global gross domestic product (GDP), money laundering has also risen. Approximately 3 to 5 percent of the global GDP is laundered—approximately \$2.17 to \$3.61 trillion annually. Narco-traffickers, kleptocrats, and transnational organized criminals are some of the major money launderers.⁴

The Money Laundering Control Act of October 1986 enhanced law enforcement's ability to arrest organized crime members; however, money laundering remains a serious global threat. Illicit currency moving through financial institutions as if it's legitimate, contributes to the breakdown of the rule of law, the corruption of public officials, and the destabilization of economies.

HSI Combats the Complete Range of Financial Crimes

Illicit proceeds are the lifeblood that fuels crimes, such as smuggling and trafficking illegal narcotics. Human trafficking is another

burgeoning and lucrative global criminal enterprise; one that feeds off of the exploitation and enslavement of unsuspecting innocents and yields an estimated \$32 billion in illicit profits each year.⁵ Terrorist organizations also remain an operational and subversive threat through a variety of illegitimate financial schemes.

HSI, the investigative arm of the U.S. Department of Homeland Security, has a presence across the United States and the world. HSI's special agents investigate all types of cross-border criminal activity, such as narcotics, weapons, and human smuggling and trafficking; transnational gang activity; child sexual exploitation; export violations; immigration; document and benefit fraud; and a host of other egregious crimes. In fiscal year 2014, HSI arrested more than 3,200 individuals, of which 2,100 were criminally indicted and 1,804 were convicted.⁶

Among other investigative strategies, HSI follows money trails to identify key members of criminal organizations. The seizure of criminals' assets is crucial to shutting down these organizations.

HSI combats the methods criminal organizations use to launder money, move bulk cash, exploit global trade networks, conduct illicit insurance schemes, and use online financial systems and Internet technologies to conceal their illicit profits. In fiscal year 2014, the number of HSI seizures amounted to 9,292 with a combined value of more than \$540,250,000, as well as more than \$499,000,000 in currency and monetary instruments.⁷

In support of this effort, in August 2009, HSI officially launched the National Bulk Cash Smuggling Center (BCSC). Located in Williston, Vermont, the center operates 24 hours a day to identify, investigate, and disrupt bulk cash smuggling activities around the world. The center assists federal, state, tribal, local, and international law enforcement authorities in their efforts to restrict the flow of funding that supports criminal enterprises. It provides real-time tactical intelligence, investigative support and expertise in

the transportation and smuggling of bulk cash. By contacting the BCSC, law enforcement officers gain access to financial investigative expertise that will help them better follow the money trail and seize criminal proceeds for civil forfeiture.

While HSI partners with federal, state, and local law enforcement in investigating a complete range of financial crimes, the agency also partners with the financial community, giving the private sector the knowledge, guidance, and tools it needs to be proactive in identifying and eliminating potential weaknesses within the United States' financial infrastructure.

HSI's El Dorado Task Force

HSI's El Dorado Task Force (EDTF) is at the forefront in combating illegal financial criminal activity. EDTF is the largest money-laundering task force in the United States. It was established in 1992 as a joint initiative between the former U.S. Customs Service (an ICE legacy agency) and the IRS as U.S. law enforcement's response to the increasing number of financial crimes (primarily as a result of money laundering from the proceeds of illegal narcotics trafficking). Headquartered at the ICE office of the Special Agent in Charge (SAC) HSI New York, and in other locations in the New York and New Jersey area, the EDTF is 260 members strong with more than 55 participating law enforcement agencies from New York and New Jersey—including special agents, state and local police investigators, intelligence analysts, and federal prosecutors.

EDTF's High Intensity Financial Crime Area (HIFCA)/Intelligence Unit analyzes records and other financial data. HIFCAs

occupy the flagship role in the efforts to disrupt and dismantle large-scale money laundering systems and organizations. HIFCA action teams are composed of federal, state, and local enforcement authorities; prosecutors; and financial regulators; who combat money laundering in designated high-intensity money laundering zones.

In general, EDTF takes a multi-agency approach to target financial crimes and uses the resources of all participating agencies to dismantle and disrupt money laundering and criminal financial organizations in the New York/New Jersey area.

Since its inception, the EDTF has made nearly 3,700 arrests and seized more than 1 billion dollars in U.S. currency; 8,000 pounds of cocaine; 414 pounds of heroin; and 16,000 pounds of marijuana.⁸

EDTF Takes Down Colombian Drug Trafficking Organization

"The common thread among criminal organizations is that they must hide their profits from authorities," said Steven Schrank, assistant SAC of HSI's EDTF. "This can be a vexing problem for them. And that's where HSI comes in; the more cash that flows from their base of operations, the more clues are out there for us to trace back to them."⁹

As an example, an EDTF-led investigation called Operation Pacific Rim (Pac Rim) involved an epic drug trafficking organization (DTO) that was making so much money so quickly that the kingpins and their associates found it difficult to successfully launder it all. In the three-year investigation that started in 2009 and included law enforcement from Colombia, Mexico, and the Netherlands, HSI took down the billion-dollar Colombian DTO. The corrupt empire had been sending cocaine all over the globe.

EDTF Brings Financial Criminals to Justice

The EDTF's expertise is evidenced by many investigations, three of which are described below.

Liberty Reserve. In 2012, the EDTF joined an ongoing investigation of Liberty Reserve, a Costa Rican company that provided digital currency services. The investigation revealed that this unlicensed money transmitting business involved the transmission of funds derived from criminal activity, including credit card fraud, identity theft, investment fraud, computer hacking, child pornography, narcotics trafficking, and other crimes. Liberty Reserve allowed account holders to open accounts with no verifiable identifying information and send currency to other account holders, which facilitated international crime. Former chief technology officer for Liberty Reserve Mark Marmilev pleaded guilty in September 2014, and was sentenced to five years in prison.*

Operation Cash Out. In September 2010, the EDTF investigated individuals who were using global cash access machines to withdraw money at Atlantic City, New Jersey, casinos. The subjects conspired to defraud more than 15 New York City banks out of more than \$9 million. The criminal organization, which included more than 30 individuals, operated a network of shell corporations and accounts in which they deposited counterfeit checks to obtain temporarily high balances. Once the checks were temporarily cleared, the subjects obtained high-dollar casino advances and ATM withdrawals in Atlantic City. This pattern was repeated using multiple identities at numerous casinos in a matter of hours. The plan worked well until law enforcement made their move. EDTF agents arrested 19 subjects and seized \$68,213 in cash and \$50,000 in jewelry, flat panel televisions, and new appliances in the case.†

International Money Broker. EDTF led an investigation that led to the disruption of a money laundering organization that contributed to the flow of millions of dollars in illicit drug proceeds. Thirteen subjects were responsible for laundering tens of millions of dollars of narcotics proceeds from the United States to Colombia between 2006 and 2013 on behalf of Colombian drug cartels. All 13 individuals were extradited from Colombia, and pleaded guilty to conspiring to launder narcotics proceeds. Luis Anibal Salazar Garcia, the primary money broker for a Colombian-based international money laundering organization, was sentenced in October 2014, to 92 months in prison. Ten co-defendants had previously been sentenced to 28 to 64 months' imprisonment. Two other co-defendants remain to be sentenced.*

Notes:

*United States Department of Justice, "Chief Technology Officer of Liberty Reserve Sentenced to Five Years in Prison," news release, December 12, 2014, <http://www.justice.gov/opa/pr/chief-technology-officer-liberty-reserve-sentenced-five-years-prison> (accessed March 3, 2015).

†Homeland Security Investigations, internal executive summary, 2010.

‡U.S. Immigrations and Customs Enforcement, "HSI Investigation Leads to Sentencing of International Money Broker," news release, October 19, 2014, <http://www.ice.gov/news/releases/hsi-investigation-leads-sentencing-international-money-broker> (accessed March 5, 2015).

Red Flag Indicators

To assist financial industry professionals in spotting suspicious financial transactions that could signal money laundering or other criminal activity, the U.S. Department of Treasury's Financial Crimes Enforcement Network, in collaboration with HSI, other law enforcement agencies, non-governmental organizations, and members of the financial industry, developed a list of red flag indicators. They were released on September 11, 2014, and include the following:

- » Any evidence of structuring, including
 - frequent transactions or purchase of negotiable instruments \$10,000 or under in order to avoid filing a Currency Transaction Report (CTR);
 - customer making cash deposits of \$10,000 or under at multiple locations or cash deposits made to one account at the same location by multiple individuals;
 - customer depositing \$10,000 or under after being told of CTR reporting requirement;
 - splitting large currency deposits among several accounts.
- » Frequent or unusual use of night deposit drops or ATM machines for deposits.
- » Purchase of any monetary instrument by a non-customer with large amounts of currency.
- » Transactions involving a high volume of incoming or outgoing wire transfers, with no logical or apparent purpose, that comes from, goes to, or transits through locations of concern (i.e., sanctioned countries, sympathizer nations, non-cooperative nations). Wire transfers by charitable organizations to companies located in countries known to be bank or tax havens.
- » The use of multiple accounts to collect funds that are then transferred to the same foreign beneficiaries.
- » Cash debiting schemes in which deposits in the United States correlate directly with ATM cash withdrawals in countries of concern and vice-versa.
- » Issuance of checks, money orders, or other financial instruments, often numbered sequentially, to the same person or business, or to a person or business whose name is spelled similarly.
- » Reluctance or refusal of individuals to provide identifying information to bank employees.
- » Transactions inconsistent with usual and customary business or personal practices (e.g., wire transfers that do not coincide with the type of business or activity in which the customer is normally engaged; negotiation of third-party checks inconsistent with the type of business in which the customer is involved).
- » Sudden, unexplained change in banking habits or activity.
- » Transfer of funds to a commercial account with no logical relationship or connection to the sender of the funds (e.g., jewelry store account wiring money to auto parts exporter).

They posed as legitimate business owners and invested in apartment complexes and office buildings, but still had money to hide. Their "business dealings" extended to murder, kidnapping, and other forms of violence and lawlessness. Authorities in the case seized more than \$170 million in U.S. currency and more than \$800 million in property worldwide.¹⁰ Echoes of Pac Rim still reverberate. In November 2014, the HSI Attaché to The Hague returned \$3 million U.S. dollars to the Netherlands for their assistance in the case.

Critical Statutes—The Bank Secrecy Act and the USA Patriot Act

The EDTF targets financial crimes at all levels and applies hundreds of federal criminal statutes, including provisions of the Bank Secrecy Act (BSA) and the USA Patriot Act, in its arsenal to combat financial criminal activity.

The BSA makes it mandatory for banks and financial institutions to maintain certain records and ensure that certain transactions in U.S. currency are reported to the U.S. Department of the Treasury. The

USA Patriot Act was passed by Congress in response to the 9/11 terrorist attacks. Among other provisions of this legislation, it criminalized the international smuggling of bulk cash and strengthened U.S. money laundering defenses. Financial institutions are now required by law to establish anti-money laundering programs that include developing internal policies, designating a compliance officer, and conducting ongoing employee training programs and independent audits.¹¹

EDTF Investigates HSBC

What happens when a financial institution ignores sanctions and knowingly turns a blind eye to money laundering that's taking place through its own banks? These are serious charges, but they were found to be true of HSBC after a prolonged EDTF-led investigation that concluded in December 2012. HSBC is one of the world's largest banking and financial services organizations that conducts business in global, retail, commercial, and private banking, as well as wealth management.

Financial investigations, by their very nature, are complex and sophisticated. The HSBC case was particularly intensive, involving more than 9 million pages of subpoenaed records and extensive domestic and international interviews and courtroom testimony.

The investigation revealed that HSBC was involved in money laundering activities tied to drug cartels in Mexico. HSBC—specifically the bank's headquarters in London, England, and McLean, Virginia—not only violated the BSA, but also violated the International Emergency Economy Powers Act and the Trading with the Enemy Act. HSBC failed to maintain an effective anti-money laundering program or to conduct due diligence on its foreign correspondent account holders. HSBC, it was found, had been illegally conducting transactions on behalf of customers in Cuba, Iran, Libya, Sudan, and Burma—all countries that were subject to sanctions enforced by the Office of Foreign Assets Control.

The investigation also revealed that HSBC had interacted with drug cartels in the Colombian Black Market Peso Exchange. The Colombian drug cartels are known to exploit the global trade network to move value, using complex and sometimes confusing documentation that is frequently associated with legitimate trade transactions. This type of trade-based money laundering is used to repatriate drug proceeds.

Between 2004 and 2009, HSBC repatriated more than \$36 billion back into the United States from Mexico. These funds were transferred for further credit to U.S. businesses and individuals and were believed to be the proceeds of narcotics trafficking.¹²

At the case's conclusion, a settlement was reached in which HSBC agreed to pay \$1.92 billion—a record financial penalty.

During the announcement of HSBC's deferred prosecution agreement in December 2012, former Assistant Attorney General Lanny Breuer said that HSBC was responsible for "stunning failures of oversight." John Morton, who served as ICE's director at the time, said that HSBC had been "enabling dangerous criminal enterprises," and U.S. Attorney for the Eastern District of New York Loretta Lynch said HSBC's conduct was "willful flouting of U.S. sanctions laws and regulations."¹³

HSBC posted a written statement on its website in which the bank apologized for wrongdoing and pledged "absolute commitment to fixing what went wrong," stating it had already taken steps toward "strengthening compliance, risk management and culture." Additionally, HSBC stated that the case "will provide important lessons for the whole industry in seeking to prevent illicit actors from entering the global financial system."¹⁴

"The HSBC agreement—the largest penalty in any BSA prosecution to date—makes it clear that all corporate citizens, no matter how large, must be held accountable for their actions," said Ray Parmer, acting SAC, HSI New York.¹⁵

Operation Cornerstone

A significant part of EDTF's approach to financial investigations is partnering with industry representatives and sharing information that task force members have learned from investigations. Agents assigned to the task force educate the private financial sector on how to identify and eliminate vulnerabilities and promote anti-money laundering legislation. EDTF arms the financial community with knowledge and urges these financial professionals to use the information to help eliminate industry-wide security gaps that could be exploited.

This training and outreach effort follows the protocol of the 2003 ICE-HSI-launched Operation Cornerstone. Under Operation Cornerstone, specific information is shared with top U.S. financial institutions about the financial systems weaknesses within U.S. financial, trade, and transportation sectors that can be exploited by criminal networks.

The more difficult and problematic criminals and criminal organizations find it to move and conceal their proceeds, the better HSI is able to disrupt criminal enterprises, arrest bad actors, and bring them to prosecution.

Financial institutions can greatly assist in this regard. They are the gatekeepers to the overall U.S. financial system. Members of the financial community are in a unique and powerful position to assist law enforcement.

"Our banking sector colleagues are frequently the custodians of evidence in

financial cases. They not only have the records of criminal transactions needed to prove our cases, but they often possess the illicit proceeds," said Parmer. "Our ability to share information, develop typologies, and learn from one another helps identify vulnerabilities and strengthen our financial system from those who wish to exploit it for nefarious purposes."¹⁶

ICE Executive Associate Director Peter Edge said, "The HSBC investigation has had far-reaching impact stressing the importance of due diligence and global compliance efforts."¹⁷


HSI Partners with State and Local Law Enforcement

HSI has a long and productive history partnering with state and local law enforcement agencies. HSI works shoulder-to-shoulder with state and local law enforcement officers in the investigations of financial crimes, as well as all manner of criminal activity that threatens communities and the United States at large, including narcotics violations, human smuggling and trafficking, child sexual exploitation, and violent gang activity.

HSI often assists state and local law enforcement officers when they are pursuing a target or criminal activity outside their areas of jurisdiction. HSI is able to track leads and information through its domestic offices and obtain information through its international offices. In these cases, state and local law enforcement retain investigative control on most aspects of their investigation and, at the same time, enjoy information sharing in accordance with existing regulations and policies. State and local law enforcement officers should meet in person with HSI personnel to discuss their resource needs and other aspects of the investigation.

HSI also assists in state and local law enforcement investigations by providing database resources and subject matter experts and employing the agency's unique border enforcement legal authorities. For instance, under the statutes granted, without any level of suspicion, authorized HSI special agents are able to search any person or thing that is entering or exiting the United States; this includes documents, "pocket trash," and the data on phones, laptops, thumb drives, and other devices.

State and local law enforcement officers who go through the official process of becoming a task force officer with HSI are also authorized to enforce border statutes and laws, as well as access HSI systems and databases. An HSI task force officer must be a sworn paid law enforcement officer with a state, local, or tribal agency and be authorized to execute arrests and carry a firearm in the performance of his or her duties. Task force officers are assigned as the case officer and operate under an HSI chain of command.



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HSI welcomes opportunities to work with their state and local law enforcement counterparts and encourages them to reach out HSI through the following methods:

- Contact the ICE Law Enforcement Support Center at 802-872-6020 for routine immigration status checks.
- Report bulk cash currency seizures to HSI's National Bulk Cash Smuggling Center (BCSC) at 1-866-981-5332. State and local investigators can receive a weekly update on all reported currency seizures and remain current on new trends and practices in bulk U.S. currency movement. For more information regarding BCSC, go to www.ice.gov/bulk-cash-smuggling-center.
- Contact an HSI special agent through communications specialists who are available around the clock, 7 days a week, and will determine where your call should be routed. The number is 1-800-X-SECTOR (1-800-973-2867). When making contact for the first time, law enforcement officers should ask for the duty agent of the relevant HSI office.

Protecting U.S. National Security

In the post-9/11 world, the United States has grown to embrace the philosophy that protecting the country is more than just a responsibility for government agencies; it's a shared mission for all citizens. Private sector partnerships are as vital to U.S. national security as partnerships among law enforcement agencies.

HSI encourages individuals and businesses to become engaged in the fight against financial crimes and money laundering and suggests specific actions to take, such as the following:

- Become a private sector partner with HSI by contacting Cornerstone through www.ice.gov/cornerstone and arrange a presentation.
- Report suspicious financial, commercial or trade activity by contacting the local HSI SAC office at www.ice.gov/contact/hsi or by calling 1-866-DHS-2-ICE.
- Subscribe and sign up for HSI's quarterly newsletter, *The Cornerstone Report*, for new developments in financial and trade fraud crimes at www.ice.gov/cornerstone.

For further information about ICE, including programs and strategies in place to fulfill the agency's mission to promote homeland security and public safety through the criminal and civil enforcement of federal laws governing border control, customs, trade, and immigration, go to www.ice.gov.

Notes:

¹Federal Bureau of Investigation, "Al Capone," Famous Cases & Criminals, <http://www.fbi.gov/about-us/history/famous-cases/al-capone> (accessed March 3, 2015).

²Internal Revenue Service, "Overview—Money Laundering," <http://www.irs.gov/uac/History---Money-Laundering> (accessed March 3, 2015).

³Ibid.

⁴U.S. Department of State, "Anti-Money Laundering/Counter Terrorist Financing," <http://www.state.gov/j/inl/c/crime/c44634.htm> (accessed February 27, 2015).

⁵U.S. Department of Homeland Security, "Secretary Johnson Announces 192 Criminal Arrests in Ongoing ICE Operation to Crack Down on Human Smuggling to the Rio Grande Valley," press release, July 22, 2014, <http://www.dhs.gov/news/2014/07/22/secretary-johnson-announces-192-criminal-arrests-ongoing-ice-operation-crack-down> (accessed February 27, 2015).

⁶Homeland Security Investigations (HSI), email correspondence, March 10, 2015.

⁷Ibid.

⁸HSI, email correspondence, February 9, 2015.

⁹Steven Schrank (assistant special agent in charge of HSI's EDTF), interview, February 9, 2015.

¹⁰U.S. Immigration and Customs Enforcement, "ICE Takes Down Billion-Dollar Colombian Drug Trafficking Organization," press release, <https://www.ice.gov/news/releases/ice-takes-down-billion-dollar-colombian-drug-trafficking-organization> (February 27, 2015).

¹¹U.S. Department of the Treasury, Financial Crimes Enforcement Network, "USA Patriot Act," http://www.fincen.gov/statutes_regs/patriot (accessed March 12, 2015).

¹²HSI, internal executive summary, July 29, 2013.

¹³U.S. Immigration and Customs Enforcement, "HSBC Admits to Anti-Money Laundering and Sanctions Violations Following an HSI El Dorado Task Force Investigation," news release, December 11, 2012, <http://www.ice.gov/news/releases/hsbc-admits-anti-money-laundering-and-sanctions-violations-following-hsi-el-dorado> (accessed March 12, 2015).

¹⁴HSBC, "HSBC Statement on Testimony before the United States Senate Permanent Subcommittee on Investigations," news release, July 16, 2012, <http://www.hsbc.com/news-and-insight/2012/statement> (accessed March 12, 2015).

¹⁵HSI, email correspondence, February 9, 2015.

¹⁶Ibid.

¹⁷Ibid.



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DAN WESSON FIREARMS

Suicide Loss First Aid: How Police Officers Can Assist Suicide Survivors



By Tony Salvatore, MA,
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Norristown, Pennsylvania

There are approximately 40,000 reported suicides yearly in the United States, and the number of these deaths has increased in recent years.¹ Police officers have contact with almost every suicide victim in their jurisdiction at some point, and, very likely, they interact with those most affected by these deaths. In 2011, 77 percent of the suicides documented by the National Violent Death Reporting System (NVDRS) occurred in or near the victim's residence.² This means that most suicide victims are found by family members or may have had family members who witnessed the death. Relating to those who were close to the victim of a suicide may be one of the most challenging duties that any officer faces, yet few officers receive any training for this task.

Suicide Scene Roles

Going "by the book," the primary roles of police officers at a suicide are to secure the scene, perform a questionable death investigation, and conclude the investigation if it is determined that a crime has not occurred. The "book" does not say much regarding other people on location who may be informants and, until the investigation indicates no foul play, persons of interest. The scene is taken over by law enforcement personnel,

EMTs, and staff from the coroner's or medical examiner's office. Outside, emergency vehicles of all types are everywhere. Inside, usually secluded in a room, are those "others" who are the parents, spouse, siblings, partners, children, or friends of the victim. Those relationships terminated abruptly, unexpectedly, and perhaps violently. Now, they are transitioning to a role they never imagined: suicide survivor. They are traumatized, confused, and struggling to regain control as they are handed off to officials to answer various sets of questions. After some time, everyone, including their loved one's body, leaves. They are on their own at the beginning of a grief journey that may never really end.

CISM and Suicide Survivors

Most emergency responders are familiar with Critical Incident Stress Management (CISM). Suicide is a major critical incident, and exposure to a suicide creates a significant risk of substantial harm to the emotional well-being or mental health of those it touches. A suicide may even lead to post-traumatic stress disorder (PTSD) for survivors. CISM was designed for such events. CISM training addresses suicide survivor grief as part of the suicide prevention

course; however, CISM is more applicable to helping police officers and other emergency responders cope with the suicide of one of their own than with suicide survivors in the community.³ A CISM-based debriefing model for family suicide survivors has been proposed, but family members will not be ready for CISM's structured protocols in the minutes or hours after a suicide.⁴ Nonetheless, CISM training can give emergency responders basic intervention skills and the confidence to reach out to suicide survivors, as well as insight into the nature of major traumatic events with long-term consequences.

Effects of a Sudden Death on Survivors

Most suicides take those close to the victim by complete surprise. Warning signs are not well-known and not always recognized, and this lack of forewarning only adds to the burden of the loss. Family members and friends often say that they never saw it coming, and being blindsided by a suicide generates anxiety, fear, and a sense of vulnerability. One bereavement and grief specialist, William J. Worden, PhD, has identified several effects of sudden deaths, of which the following are most characteristic of suicide survivors:

- Survivors are often unable to comprehend the reality of what has occurred.
- Survivors often feel intense guilt after the loss.
- Survivors often feel compelled to attribute the loss to someone associated with the victim.
- Survivors experience a deep feeling of helplessness.⁵

Survivors feel responsible because they "didn't do anything." Parents agonize that

they let their child down. Blame for the loss may be put on a third party (e.g., a therapist, counselor, school, friends) or on other family members. Those left to grieve may view the suicide as rejection, abandonment, or betrayal, and, as a result, they may be angry at the victim. Victims' families may voice such feelings to police officers; they may also fault the police for the death if they had recent contact with the victim. Those who have witnessed a suicide, found the victim, or were notified of a suicide may display behavior resembling an emotionally disturbed person. They may be very disorganized, may be uncomprehending, and may have difficulty staying focused on matters at hand, but these reactions are most likely grief-related. These sentiments are generated by the psychologically debilitating nature of a suicide loss.

Immediate Needs of Suicide Survivors

Suicide survivors are "anyone who is significantly negatively impacted by the suicide of someone in their social network."⁶ It is a pre-existing personal connection with the victim that makes one a suicide survivor, not just exposure to a suicide.⁷ In the first hours and days, suicide survivors may need the following:

- Understanding that what they are feeling is normal—they may think that they are suffering a severe psychiatric crisis or even a "breakdown," but what they are enduring is an acute bereavement that is associated with a traumatic loss.
- Support—whatever coping skills they employed with previous losses may fail them now. Suicide loss is best endured with help. Mutual self-help will be beneficial, but that will come later.
- Understanding that they will need time to deal with their loss and grief—most survivors will need to take things slowly, take care of themselves and their families, and not set or accept deadlines for "getting over it."

Suicide survivors are the secondary victims of the suicide, but they are still victims in their own right. Some survivors may have pre-existing mental illnesses, and the loss may cause symptoms to reoccur. They should be urged to immediately contact their mental health provider or be directed to a crisis center or hospital emergency department.

Why should police officers take on the needs of suicide survivors? They are best positioned and prepared to do so. They are emergency helpers. Many officers may have crisis intervention training that could be useful. Police officers have a holistic overview of the suicide scene and all who are part of it. Others present have much narrower perspectives—coroners or medical examiner staff tend to focus only on the body; EMTs and paramedics will usually depart when they see that their prospective patient is deceased.⁸ In most areas, by default, survivors can look only to police officers for immediate help.

Current Concepts of Suicide

When dealing with those traumatized by suicides, it is helpful for officers to understand how and why suicides happen. Two new models supported by research serve this purpose. The Interpersonal Psychological Theory (IPPT) states that a potentially fatal suicide attempt may occur only when an extremely strong desire to die and the capability for lethal self-harm are both present.⁹ An intense desire for death can come from the belief that one is a burden to others or that one does not belong. The feeling of being a burden can arise from a sense that one is not fulfilling expectations, which may lead to thinking that one's life has no value. Feeling a failure to belong may flow from a perception that one is not cared for by those that one cares about. More than a desire to die is necessary for a suicide—an individual must also be able to take his or her life. Fear, pain, and the instinct for self-preservation must be overcome. This ability can result from abuse, trauma, and a history of violence, or it may be a byproduct of past attempts or mentally practicing a suicide plan.

Another new theory of suicide is the Integrated Motivational-Volitional Model, which sees a suicide attempt as the outcome of a process with three phases: (1) the pre-motivational, (2) the motivational, and (3) the volitional.¹⁰ An individual may progress from low suicide risk to high risk through the interplay of fixed background factors (e.g., gender or mental illness), triggers (e.g., a recent loss), ideation, forming intent, assembling a plan, and carrying out the plan. At the pre-motivational phase, an individual has serious risk factors, but is not suicidal. These risk factors may include financial problems, legal issues, divorce or other interpersonal conflicts, substance abuse, and mental illness. Strong self-criticism and a sense of failure in meeting expectations may also emerge at this stage. All are pre-conditions for the possible onset of suicidal feelings or intent. The motivational phase opens with the onset of suicidal ideation. Intent to die appears in this phase, which may be voiced, texted, or otherwise communicated. In the last stage, the volitional phase, the individual has formed a suicide plan and set it in motion. There is a resolute commitment to terminating one's life per a specific plan. Means are being brought to bear, and the capability for lethal self-harm is operational. The individual is at or nearing the point of no return.

These two theories add these points to our understanding of suicide.

- A suicide is the outcome of a plan.
- Suicide requires a capability to engage in lethal self-harm.
- Suicide becomes more likely when a plan is ruminated upon over time.
- A suicide is the result of a process.

Suicides are seldom spontaneous acts, and some suicides are preventable if the victim seeks help or shows signs of distress that can be recognized. In the absence of intervention, victims progressively move to a state where a suicide (or suicide attempt) is all but inevitable.

Some Misconceptions about Suicide

Suicide is often stigmatized and subject to many widely held misconceptions. The negative mythology of suicide is a liability in dealing with persons affected by a suicide who may be struggling with the hurtful aspects of prevalent stereotypes of suicide victims. In *Myths about Suicide*, psychologist Dr. Thomas Joiner examines common misbeliefs about suicide.¹¹ One such misconception is that, once someone becomes suicidal, it is inevitable that he or she will die by suicide and little can be done to deter this. The reality is that suicide is preventable, and many deaths could have been averted if the victim had received help and was unable to access lethal means such as firearms. Another misconception is that suicide is an act of revenge or anger toward those who were close to the victim. Actually, as the IPPT model discussed above indicates, victims are more likely to believe that their deaths will benefit those they love.¹² An especially stigmatizing incorrect belief is that a person has to be "out of his or her mind" to take his or her life. Joiner notes that, while mental illness may play a role in many suicides, it is not a cause, and few suicides involve individuals who are psychotic or seriously impaired. Joiner also takes issue with the idea that suicide is a purely impulsive act. As the IPPT model demonstrates, suicides do not just happen; they are planned outcomes. Joiner advises that "we need to get it in our heads that suicide is not easy, painless, cowardly, selfish, vengeful ... nor rash."¹³ This advice is just as important to emergency responders as it is to survivors.

Basic Suicide Postvention

Suicide survivors may be difficult to relate to when their loss is fresh, but studies indicate that help would be welcomed if offered.¹⁴ A survey of suicide survivors found that police assistance immediately after the loss was appreciated and viewed positively. This study also found that "[r]eactions by first responders, such as

2015 *Police Chief* Calendar

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police, EMS, fire, and medical examiner personnel, have a lasting impact and can vastly influence the course of recovery.¹⁵ This influence could be favorable or unfavorable depending on the manner in which it was provided, and the best way to ensure a positive result is to employ a suicide “postvention” approach.

Suicide postvention is a form of crisis intervention that attempts to reduce the negative consequences that may affect those close to the victim of a suicide or those who have experienced a suicide. It facilitates the recovery from trauma caused by a suicide. Suicide postvention involves (1) providing aid and support with the grieving process and (2) assisting those who may be vulnerable to conditions such as anxiety, depressive disorders, or even suicidal ideation. Suicide postvention should begin as soon as possible after the suicide, which is where police officers, as first responders, come in.

Police officers can perform the following suicide postvention actions:

Try to establish rapport with survivors—Extend offers of help and caring by “being there.” Police officers should introduce themselves. If survivors are not receptive, just back off, otherwise continue to communicate and establish rapport.

Permit initiation of grief normalization—If the survivors are so inclined, let them discuss their feelings and concerns. Be ready for a lot of emotion and conflicting sentiments. Don’t try to sort things out for them; they will get to that later.

Facilitate understanding of critical incident processing—Briefly explain the investigative activities that follow any unnatural death. Tell them why the coroner or medical examiner will take the body and how they can arrange for pickup by the funeral director.

Assist in mobilizing their support system—If necessary, help survivors identify those who may be resources, e.g., family physician, clergyperson, other family members, or trusted friends. Do not say that they have to make these contacts, just note that they may be helpful.

Share information on community services—Provide contact information for local grief support resources like Survivors of Suicide or other services that the survivors may reach out to if necessary. Local resources may be found on the Internet. Many Employee Assistance Programs (EAP) may be able to give referrals to grief support resources, and health insurance plans may be able to direct members to grief counselors.

Encourage their follow-through—Urge them to see their family physician. Grief isn’t a medical problem, but it impacts health and may aggravate existing medical and behavioral health conditions.

These simple actions can get the family and other survivors started toward recovery from their loss. Many departments have already taken steps to meet the immediate needs of suicide survivors, such as introducing specialized suicide postvention programs.¹⁶ There are few training programs on suicide loss specifically designed for police, but local law enforcement leaders can call on crisis centers and suicide prevention groups in their areas or entities such as Survivors of Suicide as possible sources of information and education.¹⁷

Closing Thoughts

Routine death scene activities can cause distress to survivors after a suicide. Consider the following suggestions for handling suicide scenes:

- **Crime scene processing**—“Treat all deaths as homicides at first, even suicides.” Many officers have heard this, but have probably never been told how upsetting this can be to those struggling with the loss. Try to respect their feelings. The family may be sure that it is not a suicide—it is not the officer’s job to change their minds.
- **Interference with the scene**—Sometimes family members will cut down the body, hide the gun, throw away the pill bottle, start to cleanup, or withhold any note. A lecture on death scene procedures will not help; instead, explain that their cooperation is essential and indicate the disposition of items like notes, wallets, and other personal effects.
- **Officiousness**—Falling back on authority will not help with suicide survivors and will only leave a lasting resentment. Police are trained to use strength to resolve situations, but officers know that this does not apply in all situations. A suicide loss crisis is one of those exceptions.

Police officers witness the aftermath of many suicides, but it will usually be the first for the survivors. Officers can assist by being sensitive, by listening, and by sharing information. This can have a significant effect on how a family eventually recovers from their loss. It can lessen their risk of grief complications and even suicidal behavior. The victim’s death did not end the suicide emergency; it just enveloped others who now need help.

Lastly, being involved with a suicide in an official capacity, even after many such experiences, does not in any way shield police officers from the emotional devastation that follows such deaths. After helping the survivors, officers should try to minimize any critical incident stress that they may be feeling. This is particularly true if the officers or someone in their families

has been suicidal or if they lost a loved one, friend, or colleague to suicide. CISM, peer counselors, the departmental chaplain, or other trusted resources can help and should be considered. ♦

Notes:

¹Centers for Disease Control and Prevention, “FastStats: Suicide and Self-Inflicted Injury,” <http://www.cdc.gov/nchs/fastats/suicide.htm> (accessed January 9, 2015).

²Centers for Disease Control and Prevention, “Injury Prevention & Control: Data & Statistics (WISQARS),” National Violent Death Reporting System, <http://www.cdc.gov/injury/wisqars/nvdrs.html> (accessed January 9, 2015).

³International Critical Incident Stress Foundation, “Suicide Prevention, Intervention, and Postvention,” course description, <http://www.icisf.org/suicide-prevention-intervention-and-postvention-2> (accessed January 9, 2015).

⁴Gerald A. Juhnke, “The Family Debriefing Model: An Adapted Critical Incident Stress Debriefing for Parents and Older Suicide Survivors,” *The Family Journal* 7, no. 4 (October 1999): 342–348.

⁵J. William Worden, *Grief Counseling and Grief Therapy: A Handbook for the Mental Health Practitioner*, 4th ed. (New York, NY: Springer Publishing, 2009).

⁶John Jordan, “Bereavement after Suicide,” *Psychiatric Annals* 38, no.10, (2008): 670–685.

⁷Karl Andriessen, “Can Postvention Be Prevention?” *Crisis* 30, no. 1 (2009): 43–47.

⁸Tony Salvatore “Life after Suicide: How Emergency Responders Can Help Those Left Behind,” *EMS World* 39, no. 2 (2010): 54–57.

⁹Thomas Joiner, *Why People Die by Suicide* (Cambridge, MA: Harvard University Press, 2005).

¹⁰Rory O’Connor, “The Integrated Motivational-Volitional Model of Suicidal Behavior,” *Crisis* 32, no. 6 (2011): 295–298.

¹¹Thomas Joiner, *Myths about Suicide* (Cambridge, MA: Harvard University Press, 2010).

¹²Joiner, *Why People Die by Suicide*.


¹³Ibid.

¹⁴Jannet McMenamy, John Jordan, and Ann Mitchell, “What Do Suicide Survivors Tell Us They Need? Results of a Pilot Study,” *Suicide and Life-Threatening Behavior* 38, no. 4 (2008): 375–389.

¹⁵Catherine Davis and Barb Hinger, *Assessing the Needs of Survivors of Suicide* (Calgary, Alberta: Calgary Health Region, 2005).

¹⁶Frank Campbell et al., “An Active Postvention Program,” *Crisis* 25, no. 1 (2004): 30–32.

¹⁷See the American Foundation for Suicide Prevention Directory of Suicide Loss Support Groups by State, <http://www.afsp.org/coping-with-suicide-loss/find-support/find-a-support-group> (accessed January 9, 2015).



By Bradley S. Earman, Special Agent, Chief, ATF Explosives Enforcement and Training Division, National Center for Explosives Training and Research

Explosives Risk Management:

ATF Training to Improve Explosives Safety

Special Agent Johnny Masengale was involved in a two-year investigation of a clandestine explosives factory in Bremerton, Washington. On May 5, 1992, the U.S. Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) executed a federal search warrant and seized 6,000 illegal improvised explosive devices (IEDs), 300 pounds of explosive precursors, and large quantities of miscellaneous IED components. Because the IEDs and precursors were a significant safety hazard, it was decided they should be promptly destroyed. The following day at Fort Lewis, Agent Masengale, accompanied by ATF explosives enforcement officers and an ATF chemist, segregated the IEDs and precursors into smaller quantities for destruction. As Agent Masengale prepared one of the “shots,” it spontaneously exploded, causing serious burns on over 80 percent of his body. Agent Masengale succumbed to his injuries shortly thereafter.¹

The loss of Special Agent Masengale forced ATF to reexamine explosives safety and the policies and procedures that contributed to the tragic accident. That hard look, along with other accidents occurring across the United States, led to the development of the Advanced Explosives Disposal Techniques (AEDT) course and the integration of improved safety protocols into the Certified Explosive Specialist (CES) program. Almost 23 years later, those lessons learned continue to be used to reevaluate and improve explosives risk management training at ATF’s National Center for Explosives Training and

Research (NCETR), located on the Redstone Arsenal in Huntsville, Alabama.

AEDT Course

The AEDT course covers a wide spectrum of explosives risk management for bomb squad commanders, bomb technicians, and federal investigators. The course’s primary focus is the safe disposal of explosive materials and articles ranging from dynamite and fireworks to shaped charges and air bags. Many different disposal methods are taught, from burning and delay systems to the low net explosives weight “Mitchell’s Matrix” charge. An example of one of these techniques, the use of delay detonator systems, can be used to separate a large quantity of explosives into several linked smaller charges (e.g., 1,000 pounds broken down into a series of ten 100-pound shots). Each of these smaller linked shots, delayed by a number of milliseconds, produces a smaller blast wave and much less ground vibration, minimizing potential collateral damage. Seismography techniques can provide a scientific record of these shots. This record can be a validation of operational planning and can help defend against possible legal claims stemming from explosives operations.

The course is eight days long; six of the days are hands-on with participants conducting disposal operations, including a large final project. However, safe disposal requires not just good technique but proper planning. The course also addresses operational

planning with a focus on disposal site selection, transport risk management, charge size (net explosives weight), charge timing (delay systems), environmental issues, personal protective equipment, and personnel considerations. When students graduate from AEDT, they have a firm understanding of both the proper planning and techniques required to conduct safe explosives disposal operations.

CES Certification

The CES certification is the foundation for all ATF explosives investigations and operations. It is a demanding two-year candidacy program that requires more than 15 weeks of structured academic and hands-on explosives courses covering the function and effects of military, commercial, and improvised explosives. The core curriculum consists of the following elements:

- CES Basic Explosives Training course
- AEDT course
- Homemade Explosives—Identify, Process, and Dispose
- Advanced Post Blast
- Chemistry of Pyrotechnics and Explosives
- Unexploded Ordnance Technician Level I
- Hazmat training
- Selected IED course from the Naval School Explosive Ordnance Disposal or Hazardous Devices School (HDS)
- Explosive Engineering (12 credit hours—graduate level)

Explosives are ubiquitous in the United States, with more than 7.4 billion pounds used each year by industry.² The CES leaves this training with a strong understanding of the use of explosives, as well as the storage, security, accountability requirements, and various regulations associated with the explosives industry. A CES is also required to understand the safety requirements associated with the emergency response to explosives scenes, ranging from secondary device search techniques to the methods to assess structural integrity and enforcement of the federal explosives statutes.³

ATF, in partnership with the National Bomb Squad Commanders Advisory Board (NBSCAB), recently announced that the CES certification will be opened up to non-ATF civilian bomb squad members.⁴ This new partnership will provide a natural complement and enhancement to traditional bomb squad training. The CES certification will enable bomb squads to establish a foundation in a broader range of explosives knowledge and investigation techniques.

In ATF's continual effort to improve the understanding of explosives, their storage and disposal, and the investigation of explosive incidents or threats, the NCETR established the Explosives Research and Development Division (ERDD) in 2013. Working with the explosives industry, state and local law enforcement, and U.S. military and intelligence agencies, NCETR's ERDD has developed a rapid response capability that can provide a science-based analysis of developing and emerging threats. Recent products have included the explosive characterization of a propane-oxygen-based bomb detailed in the online al Qaeda magazine *Inspire*; an explosive storage magazine padlock breaching study; a joint study related to the recovery of DNA from post-blast scenes; and an ongoing study of the explosive properties of smokeless powders.⁵ The ability of the ERDD to quickly produce credible research products allows NCETR to share timely information in ATF's fight against violent crime and to effectively integrate this information directly into all NCETR training programs.

The integration of the AEDT course, the CES program, and the ERDD at NCETR has made a significant and positive impact on how law enforcement responds to explosives incidents in the United States. The current techniques and processes that are now instructed at NCETR require that explosives professionals assess, document, and plan all operations to minimize risk. These strategies will be shared with state and local bomb technicians as they integrate into the CES program. Their varied experiences will challenge the current protocols, providing additional input and experiences that will inform training for all entities. ERDD will be tasked with finding science-based answers to many of these challenges and finding new and innovative solutions to increase safety. This is true interoperability. ♦

Notes:

¹The Special Agent Johnny Masengale Award is presented yearly in recognition of outstanding contributions to the field of explosives investigation and safety.

²U.S. Department of Justice, Bureau of Alcohol, Tobacco, Firearms and Explosives, "Explosives in the United States," <https://www.atf.gov/publications/factsheets/factsheet-explosives-in-the-united-states.html> (accessed March 4, 2015).

³Bureau of Alcohol, Tobacco, Firearms and Explosives, "Explosives Enforcement," <http://www.atf.gov/content/Explosives/explosives-enforcement> (accessed March 4, 2015).

⁴National Bomb Squad Commanders Advisory Board, members-only content, <http://www.nbscab.org> (accessed March 4, 2015).

⁵International Association of Bomb Technicians & Investigators, www.iabti.org (accessed March 4, 2015).

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Product Feature:

Online, On-Site, and In-Between: More Options Than Ever for Training and Continuing Education

By Scott Harris, Freelance Writer

Note: *Police Chief* magazine offers feature-length articles on products and services that are useful to law enforcement administrators. This article features training and continuing education options.

The rise of the online classroom has served both as a boon to learners and a disruptive force in higher education. Digital learning has the power to reduce costs and greatly increase efficiency, but in a field as human-centric as law enforcement, the issue can sometimes be made more complex by a need to include a person-to-person interaction component, which runs the risk of being lost in the online education space.

For this reason, in law enforcement training and continuing education, the “how” can be almost as important as the “what.” In a constantly changing profession, education is critical—but so is the manner in which it is provided.

Fortunately, a range of options exist for just about every function and budget. Police department professionals can take online as well as offline courses in a wide range of subjects, and for-profit and non-profit institutions alike are growing more adept at blending the convenience of online with the hard-to-replace hands-on component of a traditional learning experience. And, as it turns out, the long-distance classroom is only one way that technology is shaping the face of training for law enforcement agencies.

The Rise of Online Education

There is no question that online education is booming. Both for-profit startups

and traditional colleges and universities are continuing to build-out this virtual space, with opportunities like massive open online courses (MOOCs) gaining popularity as a low-cost alternative to regular learning. Because there are less overhead expenses to worry about in a digital environment, the cost of running and, by extension, taking online courses is very appealing, particularly for working adults looking to fit coursework around full-time employment. Factor in the time and money saved in reduced travel, and the appeal of online courses becomes self-evident.

According to statistics released in June 2014, by the U.S. Department of Education’s National Center for Education Statistics, in fall 2012, 2.8 million students enrolled in at least one distance education course, while 2.6 million students enrolled exclusively in such courses. Taken together, these individuals represent 25 percent of the student population in the United States.¹

For law enforcement, a wide breadth of different continuing education and training programs are available. For instance, California Southern University, a private company based in Irvine, California, which provides online education to students around the world, offers a bachelor’s degree in criminal justice available entirely online. Additionally, according to Thomas Dellner, a spokesperson for the university, the school’s new Master of Science in Law Enforcement Executive Leadership degree is breaking new ground in the online space. The course is designed to prepare criminal justice professionals for leadership in 21st century law enforcement environments, including police departments, courts, and corrections systems.

“I am not aware of anything else like it,” Dellner said. “The curriculum was designed with the help of an advisory board comprised of police chiefs and other law enforcement executive leaders.”²

American Military University (AMU), a branch of the Manassas, Virginia-based American Public University System, provides undergraduate and graduate level degrees and certificates for law enforcement professionals and prospective leaders, all of which are 100 percent digital. Coursework ranges from strategic planning and grant writing to forensics to labor relations. According to AMU, curricula are developed through partnerships with state law enforcement agencies, and courses are taught by instructors with extensive field experience.

Traditional universities also are moving into online education for law enforcement professionals. For example, the Northwestern University Center for Public Safety, based in Evanston, Illinois, recently made its entire School of Police Staff and Command certificate program available online.

Notre Dame College, a small liberal arts college situated in the Cleveland suburb of Euclid, Ohio, offers a Master of Arts in National Security and Intelligence Studies program in a mix of online and on-site spaces, combining virtual classes and interaction with three “immersion” weekends that include guest speakers, presentations, and networking. The full program takes about 18 months to complete, according to the college.

Simulating Experiences

Technology is also facilitating law enforcement training outside of the web. One of the most popular methods involves

simulators, which are increasingly able to mimic real-world scenarios—and, as a result, provide highly effective training opportunities in a fully digitized setting.

The downside to such training, however, is the high cost of the machines. Fortunately, training companies often make them available for rent as part of special training sessions that take place on department grounds for a fraction of what a new simulator might cost out of pocket.

Castellum Development, a public safety training and consulting firm based in Jacksonville, Florida, includes on its menu of training options a use-of-force simulator, which police agencies can rent for between one and six weeks. The simulator itself

contains a video screen and projector and specialized training weapons. Trainees can then go through as many as 500 different scenarios, making use-of-force decisions in up to 50 different firearms exercises. As part of the rental cost, Castellum experts handle the delivery, set-up, “train-the-trainer” exercises, breakdown, and removal of the system.

“Smaller police departments with 100 or less people, they have no budget to buy a simulator,” said Al Uy, Castellum’s owner and principal. “This is a cost-efficient way to train a small department.”³

Ti Training Corporation, a company based in Golden, Colorado, sells simulators preloaded with hundreds of public safety

scenarios. According to Ti Training Vice President Todd Brown, new scenarios are available for free each quarter, and hardware and software are easy to assemble and install.

The newest Ti Training model is one designed to re-create an active school shooting and was created in conjunction with officials in the Jefferson County, Colorado, Public School System. The simulator is designed for teachers and school administrators, as well as law enforcement professionals.

“These scenarios are fully interactive and are designed to provide a safe but realistic environment for our teachers and administrators so they can learn how to deal with

Product Feature:

Source List for Training & Continuing Education

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

911 Training Academy
Active Continuous Training/ CAAS LLC
Adler School of Professional Psychology
American Military University
ANSI-Asq National Accreditation Board/Fqs
Arma Training/Verbal Defense & Influence
ASIS International
Bellevue University
Brambleboro Retreat
CALEA
California Southern University
California University of Pennsylvania
Capella University
Castellum Development Inc.
Center for Police Leadership & Training
Center for Public Safety Innovation
Central Penn College
Chameleon Associates
ClueFinders Inc.
College of St. Elizabeth
Columbia Southern University
Combined Systems Inc.
Concerns of Police Survivors Inc. (C.O.P.S.)
Concordia University St. Paul Online
DBA Reaching for the Gold
Eastern Kentucky University
Federal Law Enforcement Training Centers
HALO Enterprises LLC
Herzing University

Homeland Security Mgt. Inst. of LIU-Riverhead
IES Interactive Training
Institute for Law Enforcement Administration
Institute of Police Technology and Management
International Association for Property & Evidence Inc.
International Association of Law Enforcement Intelligence
International Association of Voice Stress Analysts
International Police Mountain Bike Association
iSniper Inc.
JLG Forensics LLC
John E Reid & Associates
Josephson Institute/Center for Policy Ethics
K-9 Concepts Inc.
King College Online
L-3 DP Associates
Liebert Cassidy Whitmore
Marymount University
Meggett Training Systems
National Forensic Science Technology Center Inc.
Northcentral University
Northeastern University College of Professional Studies
Northwestern University Center for Public Safety
Notre Dame College Online
Ocean Systems

Police Foundation
Prepared Response Inc.
Priority Dispatch Corp.
Professional Training Solutions LLC
Project Lifesaver International
Rescue 7 Inc.
Roger Williams University
Seton Hall University – Police Studies
SHARP MIND
Sirchie
Sorenson Forensics
Southern Police Institute (SPI)
Tactical Electronics
Thomas Edison State College
Ti Training Corp.
University of Cincinnati
University of Louisville Online Degrees
University of Maryland University College
University of Oklahoma – College of Liberal Studies
University of Phoenix
University of Virginia
University of Wisconsin-Platteville Online
Victory Police Motorcycles
Wilmington University
Women’s Leadership Institute (WLI)

...if 25 percent of U.S. students have some interaction with distance learning, that means 75 percent are students following the traditional education route.

the rapidly evolving and often violent nature of active shooters in our schools, as well as how [law enforcement] officers will respond and act," Brown said. "This includes the opportunity for both teachers and cops to learn the other's communication styles and to learn what each other will do in such an encounter."⁴

MILO Range Training Systems, headquartered in Michigan, also has use-of-force simulators designed to accurately imitate reality. MILO simulators use three separate screens to create a 180-degree training environment or five screens for a 300-degree training environment.

The Personal Touch

Like many other areas of society, training and education are quickly moving into the future. But one aspect will remain as true today as it always has been: it's hard to rival the lessons one can learn from the past.

That's the idea behind Gettysburg Leadership, a new program being created by Castellum Development. With the goal of applying lessons from the Civil War's famous Battle of Gettysburg to the management of modern-day police departments, it's an innovative new spin for on-site learning.

"Lots of leadership decisions were made at that time in Gettysburg," Uy said. "Some happened with planning, some happened without the benefit of planning. There is a real nexus between what happened there and what happens today in law enforcement. There are lots of personalities, lots of situations ... a lot of character traits."⁵

Scheduled to launch later this year, Gettysburg Leadership will take registrants to the actual battle site in Gettysburg, Pennsylvania, for hands-on history lessons with modern contexts.

Of course, if 25 percent of U.S. students have some interaction with distance learning, that means 75 percent are students following the traditional education route. Advocates for brick-and-mortar learning facilities point to the inimitable personal interaction between students and instructors as a key reason why this model will never become obsolete.

One prime example in the law enforcement community can be found at University of Louisville's Southern Police Institute (SPI) in Louisville, Kentucky. Since 1951, SPI has offered critical training programs for prospective law enforcement leaders. According to SPI program assistant Angela Gray, the institute's Administrative Officers Course—a 12-week in-residence course designed for aspiring police chiefs—is one of only two programs of its kind in the United States and is required as a prerequisite for appointment to the position of police chief by many jurisdictions.

"Online can be great, but you're missing out on an integral part of education," Gray said. "Other agencies have different stories and things they bring to the table. The people you meet in a classroom ... bring perspectives and personalities to the course that are really important."⁶

But even great brick-and-mortar traditions like this one are not immune to the attractions of modern technology. "We keep

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in touch with alumni through emails, and they keep in touch with each other that way," Gray said. "And our Facebook page is really active. Throughout their lives they stay in touch. We try to have SPI be like a family."⁷

However law enforcement officers choose to continue their education and expand their knowledge, online or in a classroom, they have more options available than ever. ♦

Notes:

¹Scott Ginder, *Enrollment in Distance Education Courses, by State: Fall 2012* (National Center for Education Statistics, June 2014), table 1, Number and percentage of students enrolled at Title IV institutions, by distance education enrollment status, student level, control and level of institution, and other selected characteristics: United States, fall 2012, <http://nces.ed.gov/pubs2014/2014023.pdf> (accessed February 19, 2015).

²Thomas Dellner (spokesperson, California Southern University), email, January 28, 2015.

³Al Uy (owner, principal, Castellum Development), telephone interview, January 26, 2015.

⁴Todd Brown (vice president, Ti Training Corporation), email interview, January 26, 2015.

⁵Al Uy, telephone interview, January 26, 2015.

⁶Angela Gray (program assistant, University of Louisville, Southern Police Institute), telephone interview, January 28, 2015.

⁷Ibid.



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The 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 more than 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 15 sections.

Administration
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Animals
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Transportation
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Uniforms
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2015 Buyers' Guide Category Listing

Administration

| | |
|------|-------------------------------------|
| A005 | Agency standards |
| A007 | Alcohol/drug education products |
| A010 | Architects/designers/space planners |
| A020 | Assessment centers |
| A025 | Association |
| A040 | Awards/medals/plaques/trophies |
| A055 | Collision reporting services |
| A060 | Community programs |
| A070 | Conferences, educational |
| A080 | Consultants |
| A085 | Departmental promotions |
| A100 | Executive placement services |
| A105 | Facilities, design/build |
| A110 | Filing/storage systems |
| A115 | Financial services |
| A116 | Flag cases |
| A130 | Identification, personnel |
| A160 | Jewelry/gifts |
| A165 | Knife & Gun cases |
| A170 | Lockers |
| A173 | Medallion holders |
| A190 | Office equipment/supplies |
| A200 | Parade equipment |
| A210 | Personnel screening/testing |
| A215 | Personnel/Recruitment |
| A220 | Physical fitness/gym equipment |
| A224 | Policy/procedure manuals |
| A227 | Public education materials |
| A230 | Robots, public service |
| A247 | Translation services |

Animals

| | |
|------|--------------------|
| P300 | Dogs, K9 training |
| P310 | Dogs, K9 equipment |

Communications

| | |
|------|--|
| B010 | Amplifiers/bridges/filters/multiplex systems |
| B020 | Antennas |
| B030 | Batteries |
| B040 | Battery chargers/analyzers |
| B045 | Community evacuation systems |
| B050 | Consoles |
| B060 | Dispatch systems, E911/CAD |
| B080 | Headsets |
| B087 | Interoperability |
| B090 | Mobile communications/MDTs |
| B100 | Mounting equipment/hardware |
| B110 | Paging systems |
| B120 | Public address equipment |
| B130 | Radios/accessories |
| B150 | Repeaters |
| B180 | Surveillance |
| B190 | Switching/control equipment |
| B230 | Weather notification |

Computers

Hardware

| | |
|------|----------------------|
| C007 | Computer accessories |
| C027 | Peripherals |

Computers

Software

| | |
|------|--|
| C045 | 911/E911 |
| C060 | Arrest/booking |
| C063 | Artificial intelligence |
| C075 | Case management |
| C076 | Communications management |
| C078 | Community policing |
| C090 | Computer-aided dispatch |
| C098 | Crime analysis |
| C100 | Crime scene analysis |
| C101 | Data mining |
| C102 | Data recovery |
| C103 | Custom software |
| C105 | Domestic violence tracking |
| C110 | Emergency management |
| C113 | Facial recognition |
| C115 | False alarm reduction |
| C120 | Fleet management |
| C125 | Forensics |
| C130 | Gang tracking |
| C140 | Geographic information |
| C141 | GPS |
| C142 | Gunshot location |
| C143 | Image search and analysis |
| C145 | Incident-based reporting system |
| C150 | Information sharing/NCIC |
| C151 | Intelligence-led policing |
| C152 | Internet services |
| C155 | Investigative |
| C156 | Alarm billing and collections |
| C158 | Mapping |
| C165 | Mobile cloud computing |
| C180 | Narcotics investigation |
| C185 | Network |
| C195 | Online services |
| C200 | Personnel management |
| C202 | Personnel scheduling |
| C203 | Personal scheduling, extra duty management |
| C204 | Photo identification |
| C207 | Predictive policing |
| C210 | Property/evidence management |
| C220 | Records management |
| C230 | Report writing |
| C235 | Supplies |
| C237 | Terrorism |
| C240 | Traffic crash investigation |
| C250 | Traffic/parking violation management |
| C260 | Training |
| C270 | Uniform Crime Reports |
| C275 | Video analysis & enhancement |
| C280 | Warrant records |
| C290 | Weapon tracking |

Emergency Response

| | |
|------|-------------------------------|
| D010 | Alarms, evacuation |
| D020 | Ambulances/accessories |
| D050 | CPR masks |
| D055 | Defibrillators |
| D070 | First aid products |
| D090 | Flashers |
| D100 | Generators |
| D110 | Hazardous materials equipment |
| D120 | Hospital equipment |

| | |
|------|---------------------------|
| D130 | Lights, emergency |
| D140 | Rescue/disaster equipment |

Investigation

| | |
|------|----------------------------------|
| E018 | Cameras, digital |
| E025 | Camera, head camera monitor |
| E030 | Cameras, identification/mug |
| E040 | Cameras, surveillance |
| E050 | Cameras, video |
| E060 | Countermeasure devices |
| E070 | Crime scene processing equipment |
| E075 | DNA test kits |
| E077 | DNA testing services |
| E110 | Evidence collection |
| E115 | Evidence, currency processing |
| E120 | Evidence storage/security |
| E125 | Explosive detection systems |
| E130 | Facial composite kits |
| E140 | Fingerprint kits |
| E145 | Forensic DNA testing services |
| E150 | Forensic test equipment/kits |
| E155 | Gunshot residue test kits |
| E160 | Laboratory equipment/supplies |
| E180 | Lights, special purpose |
| E190 | Marine/diving equipment |
| E250 | Recorders, audio |
| E260 | Recorders, video |
| E280 | Surveillance equipment |
| E290 | Tracking devices |
| E305 | Voice stress analysis |

Personal Equipment

| | |
|------|-------------------------------|
| F010 | Badge cases |
| F020 | Badges/shields |
| F030 | Batons/baton carriers |
| F055 | Duty equipment, accessories |
| F060 | Flashlights |
| F080 | Lock-opening devices |
| F085 | Notebooks |
| F087 | Personal protective equipment |
| F090 | Restraint/defense devices |

Security

| | |
|------|---|
| G010 | Access control devices/systems |
| G020 | Alarm systems/intrusion detection systems |
| G030 | Cameras, CCTV/security |
| G040 | Communications security systems |
| G050 | Deterrent systems |
| G080 | ID systems/badges |
| G090 | Metal/weapons detectors |
| G120 | Security devices/systems |

Tactical & Protective Equipment

| | |
|------|-----------------------|
| H015 | Armor |
| H020 | Armor, soft body |
| H040 | Armored shields |
| H050 | Ballistic materials |
| H060 | Barricades |
| H070 | Bomb detection |
| H085 | Cases, protective |
| H090 | Chemical munitions |
| H100 | Entry devices |
| H105 | Eyewear |
| H110 | Gas masks/accessories |
| H120 | Goggles, safety |

H135 Gun retention device
H140 Helmets
H150 Helmets, communication systems
H160 Helmets, face shields
H180 Lights, special purpose
H185 Post-disaster recovery
H190 Robots, tactical
H200 Scopes/sights

Traffic Enforcement

J010 Alcohol/drug detection devices
J015 E-Citation
J030 Measuring devices
J040 Parking enforcement equipment
J053 Pedestrian safety equipment
J060 Signs
J067 Speed Cameras
J070 Speed detection equipment
J087 Tire deflation devices
J095 Traffic calming devices
J100 Traffic control systems
J110 Traffic markers/cones/flashers
J120 Traffic ticket forms

Training

K010 Books/manuals/periodicals
K020 Courses/schools/seminars
K025 Crime prevention
K030 Defensive tactics training
K035 Devices/aids, training
K036 Distance learning
K037 DNA
K040 Driver training
K050 Emergency medical devices training
K060 Equipment, training

K070 Films/slides/videos
K080 Firearms training
K085 Forensics
K087 Graduate and undergraduate degree
K088 Homeland Security
K090 Interrogation/investigation training
K095 Law enforcement schools
K100 Legal training
K110 Management training
K115 Polygraph training
K120 Rescue training
K130 Tactical training

Transportation

L010 Aircraft/accessories/parts
L020 Batteries/auto parts
L050 Boats/accessories
L060 Command centers, mobile
L070 Consoles
L090 Helicopters
L100 Lights, mounted
L110 Motorcycles/accessories
L130 Mounting hardware
L140 Partitions/screens/shields
L142 Push bumpers
L150 Recording systems, audio/video, in-car
L170 Sirens
L180 Theft prevention devices
L200 Trunk organizers
L210 Vehicle accessories
L220 Vehicle modification/custom design
L225 Vehicle tracking systems
L232 Vehicles, bomb
L233 Vehicles, crime scene
L234 Vehicles, DUI
L240 Vehicles, patrol

L250 Vehicles, prisoner transport
L260 Vehicles, special purpose
L270 Video/audio surveillance
L280 Vehicles, SWAT

Uniforms

M010 Apparel, fire retardant
M020 Apparel, fluorescent/reflective
M030 Apparel, rainwear
M035 Apparel, undergarments
M037 Duty equipment, accessories
M040 Emblems/insignia/nameplates
M050 Footwear
M060 Gloves
M071 Name badges
M080 Uniform accessories
M090 Uniform belts
M130 Uniform pants/shirts/skirts
M140 Uniforms, custom design
M160 Uniforms, riot/SWAT

Weapons

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
N090 Weapons, firearms
N120 Weapons, less-lethal
N140 Weapons, storage/security



The banner features a grayscale background image of the San Diego skyline across a body of water. Overlaid on the left is a large, faint circular seal of the International Association of Chiefs of Police (IACP). On the right, the text 'LEIM 2015' is prominently displayed, with '2015' in a large, bold, blue font. Below this, the dates and location 'May 18-20, 2015 | San Diego, CA' are written in white. At the bottom, the phrase 'Registration Now Open!' is written in a large, white, italicized serif font. Below that, in a smaller white font, is the text 'Learn more about the 39th Annual IACP Law Enforcement Information Management Training Conference and Technology Exposition at www.theiacp.org/leim-conference'.



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Advertisers in this issue are identified in orange. Page number references are provided along with the alphabetical listings in the Directory; 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 available phone and fax numbers and email and Internet addresses, go to the Directory section, which begins on the next page.

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

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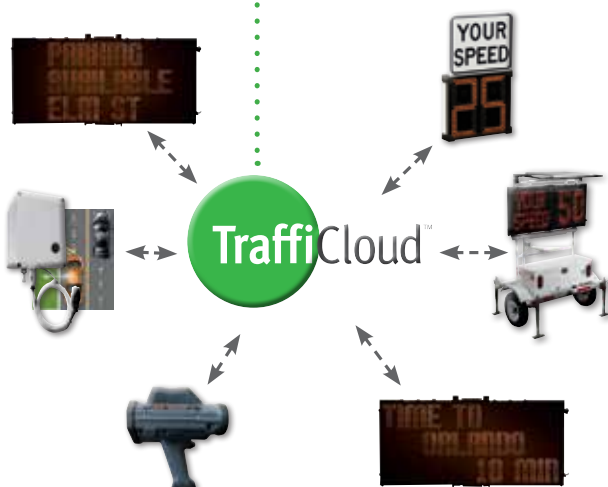
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 Fax: 540.434.7796
 Email: sales@tssi-ops.com
 Website: http://tssi-ops.com

Tuffy Security Products Inc.....M
 25733 Rd H
 Cortez CO 81321 USA
 Phone: 800.348.8339
 Fax: 970.564.1783
 Email: sales@tuffyproducts.com
 Website: www.pro.tuffyproducts.com/default.aspx

Twitco Distributing.....DS
 82 Fitzgerald Dr Unit 2A
 Jaffrey NH 03452 USA
 Phone: 603.532.4500
 Fax: 603.532.4545
 Email: sales@twitco.com
 Website: www.twitco.com

UTC Aerospace Systems Four Coliseum Center.....M
 2730 W Tyvola Rd
 Charlotte NC 28217-4578 USA
 Phone: 704.423.7000
 Email: communications@utas.utc.com
 Website: www.utcaerospace.com

VectorUSA.....D-DS-SC-SR
 3530 Voyager St
 Torrance CA 90503 USA
 Phone: 310.436.1000
 Email: mrocchio@vectorUSA.com
 Website: www.vectorusa.com

VeriPic Inc.....P
 2360 Walsh Ave
 Santa Clara CA 95051 USA
 Phone: 408.888.4742
 Fax: 408.496.1269
 Email: information@veripic.com
 Website: www.veripic.com

Versaterm.....M
 7534 E 1st St
 Scottsdale AZ 85251 USA
 Phone: 480.663.7739
 Fax: 480.663.6261
 Email: infousa@versaterm.com
 Website: www.versaterm.com

VIEVU.....DS-M
 105 West John St
 Seattle WA 98119 USA
 Phone: 888.285.4548
 Fax: 206.229.3380
 Email: info@vievu.com
 Website: www.vievu.com

WiredBlue.....G-OL-SC
 300 Andover St, Ste 180
 Peabody MA 01960 USA
 Phone: 855.595.1411
 Email: info@wiredblue.co
 Website: http://wiredblue.co

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 Israel
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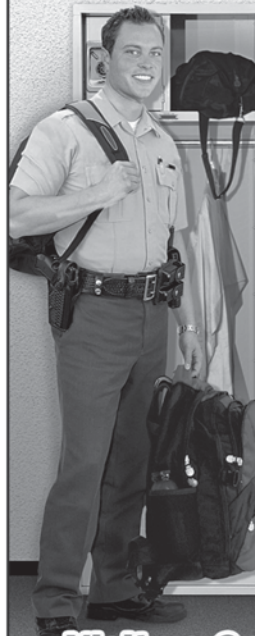
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KEY

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Administration

A005 Agency standards

- Brinkley Sargent Wiginton Architects SC
- CI Technologies Inc DS
- IACP Center for Professional Services G
- IACP Net OL
- IACP Center for Professional Services SC
- Command Destinations EI-SC

A007 Alcohol/drug education products

- AK GlobalTech D-M-OL-SR
- Lifoloc Technologies, Inc. M
- McGruff Safe Kids P

A010 Architects/designers/space planners

- Architects Design Group SC
- Brinkley Sargent Wiginton Architects SC
- FGM Architects Inc SC
- Redstone Architects Inc SC

A020 Assessment centers

- IACP Center for Professional Services SC

A025 Association

- IACP Leadership in Police Organizations G
- IACP Women's Leadership Institute G

A040 Awards/medals/plaques/trophies

- Awards & More M
- Brodin Studios, Inc. M
- Coins for Anything, Inc. DS-M
- Factory Direct Badges LLC EI-M
- P.I.N.S. Inc. DS-M-MO

A055 Collision reporting services

- Accident Support Services International D-DS-SC

A060 Community programs

- Project Lifesaver International SC

A070 Conferences, educational

- Fit Responder SC
- IACP Leadership in Police Organizations G
- IACP Women's Leadership Institute G
- WiredBlue G-OL-SC

A080 Consultants

- Architects Design Group SC
- Brinkley Sargent Wiginton Architects SC
- G Force Data OL-SC
- IACP Center for Professional Services SC
- Redstone Architects Inc SC
- Sciens Consulting SC
- VectorUSA D-DS-SC-SR

A085 Departmental promotions

- IACP Center for Professional Services SC

A100 Executive placement services

- IACP Center for Professional Services SC

A105 Facilities, design/build

- Architects Design Group SC
- Brinkley Sargent Wiginton Architects SC

A110 Filing and storage systems

- DocuSign, Inc. M
- Salsbury Industries - Lockers.com DS-M

A115 Financial Services

- BidSync, Powered by Periscope Holdings OL-SC
- Command Destinations EI-SC

A116 Flag cases

- Awards & More M

A130 Identification, personnel

- CardPrinter.com DS-OL
- Complete Inspection Systems Inc. DS-DA-EI-M

A160 Jewelry/gifts

- Brodin Studios Inc. M
- P.I.N.S. Inc. DS-M-MO

A165 Knife/gun cases

- Awards & More M

A170 Lockers

- Salsbury Industries - Lockers.com DS-M

A173 Medallion holders

- Awards & More M
- CardPrinter.com DS-OL
- Strong Leather Co M

A190 Office equipment/supplies

- Charles C Thomas Publisher Ltd P

A200 Parade equipment

- Eiseman-Ludmar Co., Inc. M

A210 Personnel screening/testing

- IACP Center for Professional Services SC
- MED-TOX Health Services SC

A215 Personnel/recruitment

- IACP Center for Professional Services SC
- Liebert Cassidy Whitmore SC
- MED-TOX Health Services SC

A220 Physical fitness/gym equipment

- Fit Responder SC
- OK Fine Productions DS-M
- One Beat CPR + AED DS

A224 Policy/procedure manuals

- IACP Center for Professional Services SC
- IACP Net OL
- Liebert Cassidy Whitmore SC
- Looseleaf Law Publications Inc. OL-P
- OK Fine Productions DS-M

A227 Public education materials

- Charles C Thomas Publisher Ltd P

A230 Robots, public service

- Deep Trekker Inc M

A247 Translation services

- Net Transcripts Inc OL-SC

Animals

P300 Dogs, K9 training

- K9 Storm Incorporated M
- Tread Corporation M-SR

P310 Dogs, K9 equipment

- K9 Storm Incorporated M
- Pro Wear Gear.com Inc M

Communications

B010 Amplifiers/bridges/filters/multiplex systems

- Mutualink Inc. M

B020 Antennas

- STI-CO Antenna Systems M

B030 Batteries

- Global Technology Systems (GTS) M
- IMPACT Power Technologies DS-M

B040 Battery chargers/analyzers

- Digital Treasures M
- Global Technology Systems (GTS) M
- IMPACT Power Technologies DS-M

B045 Community evacuation systems

- Mass Notification from Everbridge OL-SC
- Nixle from Everbridge OL-SC
- Rave Mobile Safety M-OL

B050 Consoles

- Precision Mounting Technologies Ltd M

B060 Dispatch systems, E911/CAD

- Crimestar Corporation DS
- Emergency CallWorks M
- iSheriff OL
- MobileTec International Inc DS-EI-M-SC-SR
- My Court Calendar OL
- Priority Dispatch DS-SC
- Response Technologies DS
- Versatarm M

B080 Headsets

- Communications-Applied Technology..D-DS-M
- FreeLinc DS-M
- Pryme Radio Products M
- Setcom Corporation M
- Twitco Distributing DS

B087 Interoperability

- AT&T SC
- Cisco Systems Inc. DS-SC-SR
- Communications-Applied Technology..D-DS-M
- Mutualink Inc. M
- Sciens Consulting SC
- STI-CO Antenna Systems M

B090 Mobile communications/MDTs

- AT&T SC
- Communications-Applied Technology..D-DS-M
- Crimestar Corporation DS
- Life Button 24 D
- MobileTec International Inc DS-EI-M-SC-SR
- Mutualink Inc. M
- Precision Mounting Technologies Ltd M
- Pryme Radio Products M
- Response Technologies DS

B100 Mounting equipment/hardware

- Precision Mounting Technologies Ltd M

B110 Paging systems

- Mass Notification from Everbridge OL-SC

B120 Public address equipment

- Twitco Distributing DS

B130 Radios/accessories

- Canfield Equipment D
- Communications-Applied Technology..D-DS-M
- FreeLinc DS-M
- IMPACT Power Technologies DS-M
- Pryme Radio Products M
- Setcom Corporation M
- STI-CO Antenna Systems M
- Twitco Distributing DS

B150 Repeaters

- Communications-Applied Technology M

B180 Surveillance

- 3SI Security Systems M
- Cisco Systems Inc. DS-SC-SR
- FreeLinc DS-M
- LEA-AID DS-M
- Persistent Surveillance Systems (PSS) D-DS-EI-M-SR
- Pryme Radio Products M
- Social Navigator Inc. DS-SC-SR
- Twitco Distributing DS
- VectorUSA D-DS-SC-SR

B190 Switching/control equipment

- Rockwell Automation Inc. M
- Siemens Process Industries and Drives M

B230 Weather notification

- Nixle from Everbridge OL-SC

Computer Hardware

C007 Computer accessories

- Digital Treasures M

C027 Peripherals

- 3SI Security Systems M
- Trimble Public Safety D-DS-M

C040 Portable/in-car

Computer Software

C045 911/E911

- AT&T SC
- Emergency CallWorks M
- GeoSpatial Technologies Inc DS-EI-M-SC-SR
- Rave Mobile Safety M-OL

C060 Arrest/bookings

- CODY Systems M
- Crimestar Corporation DS


C063 Artificial intelligence

- CodeBaby Corporation OL

C075 Case management

- ABM US M
- CI Technologies Inc. DS

| | | | |
|--|--|--|--|
| D090 Flashers 425, Inc.M | E030 Cameras, identification/mug VeriPic IncP | SirchieM VIEVUDS-M | E180 Lights, special purposes ACRO LightsDS-M Baton Grip LightM Command LightM |
| D100 Generators Rockwell Automation IncM Siemens Process Industries and DrivesM | E040 Cameras, surveillance CovertTrack GroupD-DS-M-OL LEA-AIDDS-M Persistent Surveillance Systems (PSS)D-DS-EI-M-SR Sensera SystemsM VeriPic IncP Cognitec SystemsDS | E115 Evidence, currency processing Cummins AllisonM | E190 Marine/diving equipment AquabotixM Deep Trekker IncM |
| D110 Hazardous materials equipment Communications-Applied Technology...D-DS-M HazMatShower.comM Rigaku Raman TechnologiesM | E050 Cameras, video AquabotixM Cognitec SystemsDS Deep Trekker IncM Marantz ProfessionalM Mutualink IncM NICE SystemsDS-M-SC-SR Paul Conway LED-DS PRO-VISION Video SystemsM Sensera SystemsM VIEVUDS-M | E120 Evidence storage/security Complete Inspection Systems, Inc... D-DS-EI-M HEMCO CorporationM Performance Custom Cabinets LLCM Salsbury Industries - Lockers.comDS-M Tuffy Security Products IncM VeriPic IncP VIEVUDS-M Command DestinationsEI-SC | E250 Recorders, audio Marantz ProfessionalM |
| D120 Hospital equipment HazMatShower.comM | E060 Countermeasure devices Deep Trekker IncM | E125 Explosive detection systems American Science and Engineering IncF-M RedXDefenseM Rigaku Raman TechnologiesM | E260 Recorders, video Marantz ProfessionalM Paul Conway LED-DS PRO-VISION Video SystemsM |
| D130 Lights, emergency 425, Inc.M ACRO LightsDS-M Command LightM Kaldor Emergency Lights LLCD-DS Pelican ProductsM | E070 Crime scene processing equipment Cummins AllisonM RedXDefenseM SirchieM | E130 Facial composite kits Parabon NanoLabs IncSC | E280 Surveillance equipment Agent Video Intelligence (Agent VI)M AquabotixM CovertTrack GroupD-DS-M-OL LEA-AIDDS-M Marantz ProfessionalM Persistent Surveillance Systems (PSS)D-DS-EI-M-SR Sensera SystemsM Twitco DistributingDS VectorUSAD-DS-SC-SR |
| D140 Rescue/disaster equipment 425, Inc.M BlocHead GearM BROCO, INC.M Chinook Medical GearM Deep Trekker IncM HazMatShower.comM OK Fine ProductionsDS-M One Beat CPR + AEDDS Rescue EssentialsDS-M | E075 DNA test kits IntegenXDS-M-SR | E140 Fingerprint kits SirchieM | E290 Tracking devices CovertTrack GroupD-DS-M-OL Project Lifesaver InternationalSC |
| Investigation | E077 DNA testing services IntegenXDS-M-SR Parabon NanoLabs IncSC | E145 Forensic DNA testing services Parabon NanoLabs IncSC | E305 Voice stress analysis Dektor CorporationD-DS-EI-S |
| E018 Cameras, digital VIEVUDS-M | E110 Evidence collection Cummins AllisonM | E150 Forensic test equipment/kits IntegenXDS-M-SR RedXDefenseM SirchieM | Personal Equipment |
| E025 Cameras, head cameras/body-worn Paul Conway LED-DS | | E155 Gunshot residue test kits RedXDefenseM | F010 Badge cases Aker International IncM-OL Factory Direct Badges LLCEI-M Strong Leather CoM |
| | | E160 Laboratory equipment/supplies HEMCO CorporationM IntegenXDS-M-SR | |



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| | | |
|--------------------------------|-----------------------|--|
| F020 | Badges/shields | |
| CardPrinter.com..... | DS-OL | |
| Coins for Anything, Inc..... | DS-M | |
| Factory Direct Badges LLC..... | EI-M | |
| P.I.N.S. Inc..... | DS-M-MO | |
| Red the Uniform Tailor..... | D-DS-M | |

| | | |
|-----------------------|------------------------------|--|
| F030 | Batons/baton carriers | |
| Baton Grip Light..... | M | |

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|-------------------------------|------------------------------------|--|
| F055 | Duty equipment, accessories | |
| Aker International Inc..... | M-OL | |
| FreeLinc..... | DS-M | |
| Markl Supply Company Inc..... | D | |
| Paul Conway LE..... | D-DS | |
| Quantico Tactical..... | DS | |
| Strong Leather Co..... | M | |
| StrongSuit Inc..... | M | |
| Dehner Co..... | D-DS-M | |

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|-------------------------------|--------------------|--|
| F060 | Flashlights | |
| ACRO Lights..... | DS-M | |
| Baton Grip Light..... | M | |
| CMC Government Supply..... | DS | |
| Pelican Products..... | M | |
| Reliapon Police Products..... | D-DS-EI-M-P | |

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|-------------------------------|-----------------------------|--|
| F080 | Lock-opening devices | |
| Strong Leather Co..... | M | |

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|-------------------------------|------------------|--|
| F085 | Notebooks | |
| Strong Leather Co..... | M | |

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|-------------------------------|--------------------------------------|--|
| F087 | Personal protective equipment | |
| 425 Inc..... | M | |
| GH Armor Systems..... | M | |
| HAIX North America Inc..... | M | |
| Reliapon Police Products..... | D-DS-EI-M-P | |
| Rescue Essentials..... | DS-M | |
| StrongSuit Inc..... | M | |

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|-------------------------------|----------------------------------|--|
| F090 | Restraint/defense devices | |
| Reliapon Police Products..... | D-DS-EI-M-P | |

Security

| | | |
|---------------------------------------|---------------------------------------|--|
| G010 | Access control devices/systems | |
| Siemens Building Technologies..... | M | |
| SyferLock Technology Corporation..... | DS | |

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|--|--|--|
| G020 | Alarm systems/intrusion detection systems | |
| Agent Video Intelligence (Agent VI)..... | M | |
| Life Button 24..... | D | |
| NICE Systems..... | DS-M-SC-SR | |
| Siemens Building Technologies..... | M | |

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|--|-------------------------------|--|
| G030 | Cameras, CCTV/security | |
| Agent Video Intelligence (Agent VI)..... | M | |
| Marantz Professional..... | M | |
| NICE Systems..... | DS-M-SC-SR | |
| Sensera Systems..... | M | |
| Siemens Building Technologies..... | M | |
| VectorUSA..... | D-DS-SC-SR | |

| | | |
|---------------------------------------|--|--|
| G040 | Communications security systems | |
| K9 Storm Incorporated..... | M | |
| Life Button 24..... | D | |
| NICE Systems..... | DS-M-SC-SR | |
| Response Technologies..... | DS | |
| Siemens Building Technologies..... | M | |
| SyferLock Technology Corporation..... | DS | |

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|----------------------------------|--------------------------|--|
| G050 | Deterrant systems | |
| 3SI Security Systems..... | M | |

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|--------------------------------------|--------------------------|--|
| G080 | ID systems/badges | |
| Complete Inspection Systems, Inc.... | D-DS-EI-M | |
| McGruff Safe Kids..... | P | |
| Police & Sheriffs Press..... | M | |
| Siemens Building Technologies..... | M | |

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|---|-------------------------------|--|
| G090 | Metal/weapon detectors | |
| American Science and Engineering, Inc.... | F-M | |
| eNdoto..... | DS-EI-M | |

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|---------------------------------------|---------------------------------|--|
| G120 | Security devices/systems | |
| 3SI Security Systems..... | M | |
| 425, Inc..... | M | |
| Life Button 24..... | D | |
| NICE Systems..... | DS-M-SC-SR | |
| Patrocium Systems..... | D-M | |
| Performance Custom Cabinets LLC..... | M | |
| RedXDefense..... | M | |
| SyferLock Technology Corporation..... | DS | |
| VectorUSA..... | D-DS-SC-SR | |

Tactical & Protective Equipment

| | | |
|-------------------------------|--------------|--|
| H015 | Armor | |
| GH Armor Systems..... | M | |
| K9 Storm Incorporated..... | M | |
| Markl Supply Company Inc..... | D | |
| Quantico Tactical..... | DS | |
| Red the Uniform Tailor..... | D-DS-M | |
| TSSI..... | DS | |

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|----------------------------|-------------------------|--|
| H020 | Armor, soft body | |
| GH Armor Systems..... | M | |
| Pro Wear Gear.com Inc..... | M | |

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|-----------------------|------------------------|--|
| H040 | Armored shields | |
| GH Armor Systems..... | M | |

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|----------------------------|----------------------------|--|
| H050 | Ballistics material | |
| K9 Storm Incorporated..... | M | |
| TSSI..... | DS | |

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|-------------|-------------------|--|
| H060 | Barricades | |
| eNdoto..... | DS-EI-M | |

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|---|-----------------------|--|
| H070 | Bomb detection | |
| American Science and Engineering, Inc.... | F-M | |
| RedXDefense..... | M | |
| Rigaku Raman Technologies..... | M | |

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|------------------------|--------------------------|--|
| H085 | Cases, protective | |
| Pelican Products..... | M | |
| Tread Corporation..... | M-SR | |

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|----------------------------|---------------------------|--|
| H090 | Chemical munitions | |
| CMC Government Supply..... | D | |

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|--------------------|----------------------|--|
| H100 | Entry devices | |
| BlocHead Gear..... | M | |
| BROCO, INC..... | M | |

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|---------------------|----------------|--|
| H105 | Eyewear | |
| Safevision LLC..... | M | |

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|---------------------|------------------------------|--|
| H110 | Gas masks/accessories | |
| Safevision LLC..... | M | |

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|------------------------------|-----------------------------|--|
| H135 | Gun retention device | |
| Santa Cruz Gunlocks LLC..... | DS-M | |

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|---------------------|------------------------|--|
| H120 | Goggles, safety | |
| Safevision LLC..... | M | |

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|-----------------------------|----------------|--|
| H140 | Helmets | |
| GH Armor Systems..... | M | |
| Safevision LLC..... | M | |
| Super Seer Corporation..... | M | |

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|-----------------------------|--|--|
| H150 | Helmets, communications systems | |
| Setcom Corporation..... | M | |
| Super Seer Corporation..... | M | |

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|-----------------------------|-----------------------------|--|
| H160 | Hemets, face shields | |
| Safevision LLC..... | M | |
| Super Seer Corporation..... | M | |

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|-----------------------|---------------------------------|--|
| H180 | Lights, special purposes | |
| 425, Inc..... | M | |
| ACRO Lights..... | DS-M | |
| Baton Grip Light..... | M | |
| Command Light..... | M | |

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|------------------------|-------------------------------|--|
| H185 | Post disaster recovery | |
| Rescue Essentials..... | DS-M | |

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|----------------|-------------------------|--|
| H190 | Robots, tactical | |
| Aquabotix..... | M | |

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|----------------------------|----------------------|--|
| H200 | Scopes/sights | |
| CMC Government Supply..... | D | |
| Laser Technology Inc..... | M | |
| Quantico Tactical..... | DS | |

Traffic Enforcement

| | | |
|--------------------------------|--|--|
| J010 | Alcohol/drug detection services | |
| AK GlobalTech..... | D-M-OL-SR | |
| LifeLoc Technologies Inc..... | M | |
| RedXDefense..... | M | |
| Rigaku Raman Technologies..... | M | |

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|----------------------------|-------------------|--|
| J015 | E-Citation | |
| Saltus Technologies..... | DS-M | |
| Trimble Public Safety..... | D-DS-M | |

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|-----------------------------------|--------------------------|--|
| J030 | Measuring devices | |
| AK GlobalTech..... | D-M-OL-SR | |
| All Traffic Solutions..... | DS-M | |
| Laser Technology Inc..... | M | |

| | | |
|---|--------------------------------------|--|
| J040 | Parking enforcement equipment | |
| All Traffic Solutions..... | DS-M | |
| Siemens Mobility Division, Intelligent Traffic Systems (ITS)..... | M | |

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|-----------------------------------|--------------------------------|--|
| J050 | Parking meters/supplies | |
| All Traffic Solutions..... | DS-M | |

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|---------------------------|------------------------------------|--|
| J053 | Pedestrian safety equipment | |
| eNdoto..... | DS-EI-M | |
| Laser Technology Inc..... | M | |

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|-----------------------------------|--------------|--|
| J060 | Signs | |
| All Traffic Solutions..... | DS-M | |
| RUZ Systems Inc..... | M | |

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|-----------------------------------|----------------------|--|
| J067 | Speed cameras | |
| All Traffic Solutions..... | DS-M | |
| Laser Technology Inc..... | M | |

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|-----------------------------------|----------------------------------|--|
| J070 | Speed detection equipment | |
| All Traffic Solutions..... | DS-M | |
| Kustom Signals Inc..... | DS-M | |
| Laser Technology Inc..... | M | |
| RUZ Systems Inc..... | M | |

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|----------------------------|-------------------------------|--|
| J087 | Tire deflation devices | |
| Phoenix International..... | DS-M | |
| Stop Stick Ltd..... | DS | |

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|-----------------------------------|--------------------------------|--|
| J095 | Traffic calming devices | |
| All Traffic Solutions..... | DS-M | |
| eNdoto..... | DS-EI-M | |
| Kustom Signals Inc..... | DS-M | |
| RUZ Systems Inc..... | M | |

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|---|--------------------------------|--|
| J100 | Traffic control systems | |
| All Traffic Solutions..... | DS-M | |
| Command Light..... | M | |
| eNdoto..... | DS-EI-M | |
| Saltus Technologies..... | DS-M | |
| Siemens Mobility Division, Intelligent Traffic Systems (ITS)..... | M | |

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|--------------------|---------------------------------------|--|
| J110 | Traffic markers/cones/flashers | |
| Command Light..... | M | |

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|--------------------------|-----------------------------|--|
| J120 | Traffic ticket forms | |
| Saltus Technologies..... | DS-M | |

Training

| | | |
|--|----------------------------------|--|
| K010 | Books/manuals/periodicals | |
| Changemakers Publishing and Writing..... | P-SC | |
| Charles C Thomas Publisher Ltd..... | P | |
| College of Criminology and Criminal Justice at Florida State University..... | S | |
| Liebert Cassidy Whitmore..... | SC | |
| Looseleaf Law Publications Inc..... | OL-P | |
| POLICE Magazine..... | P | |

| | | |
|-------------------------------|--------------|--|
| Priority Dispatch..... | DS-SC | |
| Reliapon Police Products..... | D-DS-EI-M-P | |

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|--|---------------------------------|--|
| K020 | Courses/schools/seminars | |
| Brinkley Sargent Wiginton Architects..... | SC | |
| California University of Pennsylvania..... | S | |
| Changemakers Publishing and Writing..... | P-SC | |
| Charles C Thomas Publisher Ltd..... | P | |
| College of Criminology and Criminal Justice at Florida State University..... | S | |
| Fit Responder..... | SC | |
| Harley-Davidson Motor Company..... | M | |
| Husson University..... | S | |
| IACP Leadership in Police Organizations..... | G | |
| IACP Women's Leadership Institute..... | G | |
| IBC Academy..... | OL-S | |
| Northwestern University Center for Public Safety..... | S | |
| Priority Dispatch..... | DS-SC | |
| Professional Training Solutions LLC..... | SC | |
| SLS Publications Inc..... | P | |

| | | |
|--|-------------------------|--|
| K025 | Crime prevention | |
| 3SI Security Systems..... | M | |
| Changemakers Publishing and Writing..... | P-SC | |
| Charles C Thomas Publisher Ltd..... | P | |
| IBC Academy..... | OL-S | |
| Looseleaf Law Publications Inc..... | OL-P | |
| McGruff Safe Kids..... | P | |
| Public Safety Software Group..... | M | |

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|--|-----------------------------------|--|
| K030 | Defensive Tactics Training | |
| Charles C Thomas Publisher Ltd..... | P | |

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|---|-------------------------------|--|
| K035 | Devices/aids, training | |
| CAPS Inc..... | M-S | |
| Charles C Thomas Publisher Ltd..... | P | |
| Looseleaf Law Publications Inc..... | OL-P | |
| OK Fine Productions..... | DS-M | |
| Project Lifesaver International..... | SC | |
| Skidcar System Inc..... | DS-EI | |
| Ti Training LE LLC..... | D-M | |

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|--|--------------------------|--|
| K036 | Distance learning | |
| Charles C Thomas Publisher Ltd..... | P | |
| Cisco Systems Inc..... | DS-SC-SR | |
| College of Criminology and Criminal Justice at Florida State University..... | S | |
| Husson University..... | S | |
| IBC Academy..... | OL-S | |
| Northwestern University Center for Public Safety..... | S | |
| SLS Publications Inc..... | P | |

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|--|------------|--|
| K037 | DNA | |
| Charles C Thomas Publisher Ltd..... | P | |
| IntegenX..... | DS-M-SR | |

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|--|------------------------|--|
| K040 | Driver training | |
| Charles C Thomas Publisher Ltd..... | P | |
| Skidcar System Inc..... | DS-EI | |

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|--|---|--|
| K050 | Emergency medical devices training | |
| Charles C Thomas Publisher Ltd..... | P | |
| Rescue Essentials..... | DS-M | |

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|---|----------------------------|--|
| K060 | Equipment, training | |
| CAPS Inc..... | M-S | |
| Charles C Thomas Publisher Ltd..... | P | |
| Law Enforcement Targets..... | D-DS-OL | |
| Project Lifesaver International..... | SC | |
| Skidcar System Inc..... | DS-EI | |

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|--|----------------------------|--|
| K070 | Films/slides/videos | |
| Changemakers Publishing and Writing..... | P-SC | |
| Charles C Thomas Publisher Ltd..... | P | |
| Ti Training LE LLC..... | D-M | |

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|--|--------------------------|--|
| K080 | Firearms training | |
| CAPS Inc..... | M-S | |
| Charles C Thomas Publisher Ltd..... | P | |
| Ti Training LE LLC..... | D-M | |

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|--|------------------|--|
| K085 | Forensics | |
| Charles C Thomas Publisher Ltd..... | P | |
| Complete Inspection Systems Inc..... | D-DS-EI-M | |
| HEMCO Corporation..... | M | |

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|---|----------|
| Northwestern University Center for Public Safety..... | S |
| RedXDefense | M |
| Sirchie..... | M |

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|--|----------|
| K087 Graduate and undergraduate degrees | |
| California University of Pennsylvania..... | S |
| Charles C Thomas Publisher Ltd. | P |
| College of Criminology and Criminal Justice at Florida State University..... | S |
| Husson University..... | S |
| IBC Academy..... | OL-S |

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|--|----------|
| K088 Homeland security | |
| Charles C Thomas Publisher Ltd. | P |
| IBC Academy..... | OL-S |
| McGruff Safe Kids..... | P |
| RedXDefense | M |
| Sensera Systems..... | M |

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|--|-----------|
| K090 Interrogation/investigation training | |
| Charles C Thomas Publisher Ltd. | P |
| Dektor Corporation..... | D-DS-EI-S |
| SLS Publications Inc..... | P |

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|--|----------|
| K095 Law enforcement schools | |
| Charles C Thomas Publisher Ltd. | P |
| Husson University..... | S |

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|--|----------|
| K100 Legal training | |
| Charles C Thomas Publisher Ltd. | P |
| Liebert Cassidy Whitmore..... | SC |

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|---|----------|
| K110 Management training | |
| Charles C Thomas Publisher Ltd. | P |
| Husson University..... | S |
| IACP Leadership in Police Organizations | G |
| IACP Women's Leadership Institute | G |
| Liebert Cassidy Whitmore..... | SC |
| Northwestern University Center for Public Safety..... | S |
| Public Safety Software Group..... | M |

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| K115 Polygraph training | |
| Charles C Thomas Publisher Ltd. | P |

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|--|-----------|
| K120 Rescue training | |
| Charles C Thomas Publisher Ltd. | P |
| OK Fine Productions..... | DS-M |
| Project Lifesaver International | SC |

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|--|----------|
| K130 Tactical training | |
| Action Target..... | DS-M |
| CAPS Inc..... | M-S |
| Charles C Thomas Publisher Ltd. | P |
| Fit Responder..... | SC |
| Ti Training LE LLC..... | D-M |

Transportation

| | |
|--|---|
| L010 Aircraft/accessories/parts | |
| Honeywell Aerospace..... | M |
| UTC Aerospace Systems..... | M |

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|----------------------------------|---|
| L020 Batteries/auto parts | |
| Delphi Automotive LLP..... | M |
| Digital Treasures..... | M |
| MNSTAR Technologies Inc..... | M |

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|-------------------------------|--------|
| L050 Boats/accessories | |
| Aquabotix..... | M |
| Harbor Guard Boats Inc..... | D-EI-M |

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|---|---|
| L060 Command centers, mobile | |
| Matthews Specialty Vehicles..... | M |
| Mobile Concepts Specialty Vehicles..... | M |
| Northeast Kustom Kreations LLC..... | M |
| Sirchie Vehicle Division..... | M |
| STI-CO Antenna Systems..... | M |
| SVI Trucks..... | M |

| | |
|--|------|
| L070 Consoles | |
| Adamson Industries Corp..... | DS |
| Canfield Equipment..... | D |
| Kaldor Emergency Lights LLC..... | D-DS |
| Precision Mounting Technologies Ltd..... | M |

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|----------------------------|---|
| L090 Helicopters | |
| Honeywell Aerospace..... | M |
| UTC Aerospace Systems..... | M |

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|----------------------------------|------|
| L100 Lights, mounted | |
| ACRO Lights..... | DS-M |
| Adamson Industries Corp..... | DS |
| Canfield Equipment..... | D |
| Kaldor Emergency Lights LLC..... | D-DS |

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|--|----------|
| L110 Motorcycles/accessories | |
| Harley-Davidson Motor Company | M |
| Setcom Corporation..... | M |
| Skidcar System Inc..... | DS-EI |

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|--|---|
| L130 Mounting hardware | |
| Precision Mounting Technologies Ltd..... | M |

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|--|------|
| L140 Partitions/screens/shields | |
| Adamson Industries Corp..... | DS |
| Kaldor Emergency Lights LLC..... | D-DS |

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|------------------------------|----|
| L142 Push bumpers | |
| Adamson Industries Corp..... | DS |
| Canfield Equipment..... | D |

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|--|------|
| L150 Recording systems, audio/video, in-car | |
| Kustom Signals Inc..... | DS-M |
| PRO-VISION Video Systems..... | M |

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|----------------------------------|------|
| L170 Sirens | |
| Adamson Industries Corp..... | DS |
| Kaldor Emergency Lights LLC..... | D-DS |

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|--------------------------------------|---|
| L180 Theft prevention devices | |
| Delphi Automotive LLP..... | M |
| Tuffy Security Products Inc..... | M |

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|--------------------------------------|---|
| L200 Trunk organizers | |
| Performance Custom Cabinets LLC..... | M |
| Tuffy Security Products Inc..... | M |

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|--------------------------------------|------|
| L210 Vehicle accessories | |
| Delphi Automotive LLP..... | M |
| Digital Treasures..... | M |
| MNStar Technologies Inc..... | M |
| Performance Custom Cabinets LLC..... | M |
| PRO-VISION Video Systems..... | M |
| Santa Cruz Gunlocks LLC..... | DS-M |
| Setcom Corporation..... | M |
| Tread Corporation..... | M-SR |
| Tuffy Security Products Inc..... | M |

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|--|---|
| L220 Vehicle modification/custom design | |
| MNStar Technologies Inc..... | M |
| Mobile Concepts Specialty Vehicles..... | M |
| NACS Vehicles Inc..... | M |
| Northeast Kustom Kreations LLC..... | M |
| Sirchie Vehicle Division..... | M |

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|--------------------------------------|-----------|
| L225 Vehicle tracking systems | |
| CovertTrack Group..... | D-DS-M-OL |
| Delphi Automotive LLP..... | M |

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|-------------------------------------|---|
| L232 Vehicles, bomb | |
| Matthews Specialty Vehicles..... | M |
| Northeast Kustom Kreations LLC..... | M |
| Sirchie Vehicle Division..... | M |
| SVI Trucks..... | M |

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|-------------------------------------|------|
| L233 Vehicles, crime scene | |
| Matthews Specialty Vehicles..... | M |
| NACS Vehicles Inc..... | M |
| Northeast Kustom Kreations LLC..... | M |
| Sirchie Vehicle Division..... | M |
| SVI Trucks..... | M |
| YTS Ltd..... | M-SC |

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|----------------------------------|---|
| L234 Vehicles, DUI | |
| Matthews Specialty Vehicles..... | M |
| MNStar Technologies Inc..... | M |
| SVI Trucks..... | M |

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|------------------------------|--------|
| L240 Vehicles, patrol | |
| Harbor Guard Boats Inc..... | D-EI-M |

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| L250 Vehicles, prisoner transport | |
| Mobile Concepts Specialty Vehicles..... | M |
| Northeast Kustom Kreations LLC..... | M |
| Sirchie Vehicle Division..... | M |

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|--|--------|
| L260 Vehicles, special purpose | |
| American Science and Engineering, Inc..... | F-M |
| Harbor Guard Boats Inc..... | D-EI-M |
| Mobile Concepts Specialty Vehicles..... | M |
| NACS Vehicles Inc..... | M |
| SVI Trucks..... | M |
| YTS Ltd..... | M-SC |

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|--|--------------|
| L270 Video/audio surveillance | |
| Delphi Automotive LLP..... | M |
| LEA-AID..... | DS-M |
| Persistent Surveillance Systems (PSS)..... | D-DS-EI-M-SR |
| PRO-VISION Video Systems..... | M |
| YTS Ltd..... | M-SC |

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|---|------|
| L280 Vehicles, SWAT | |
| Matthews Specialty Vehicles..... | M |
| Mobile Concepts Specialty Vehicles..... | M |
| YTS Ltd..... | M-SC |

Uniforms

| | |
|-------------------------------------|---|
| M010 Apparel, fire retardant | |
| Pro Wear Gear.com Inc..... | M |

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| M020 Apparel, fluorescent/reflective | |
| Endura..... | M |

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|-------------------------------|---|
| M030 Apparel, rainwear | |
| Endura..... | M |

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|------------------------------------|---|
| M035 Apparel, undergarments | |
| Pro Wear Gear.com Inc..... | M |
| Endura..... | M |

| | |
|---|----------|
| M037 Duty equipment, accessories | |
| Baton Grip Light..... | M |
| Chinook Medical Gear..... | M |
| Law Enforcement Targets..... | D-DS-OL |
| Pryme Radio Products..... | M |
| Schawbel Technologies LLC..... | M |
| Strong Leather Co | M |
| TSSI..... | DS |

| | |
|---|---------|
| M040 Emblems, insignia, nameplates | |
| Eiseman-Ludmar Co., Inc..... | M |
| P.I.N.S. Inc..... | DS-M-MO |

| | |
|--------------------------------|--------|
| M050 Footwear | |
| HAIX North America Inc..... | M |
| Original S.W.A.T..... | DS-M |
| Red the Uniform Tailor..... | D-DS-M |
| Schawbel Technologies LLC..... | M |
| TSSI..... | DS |
| Dehner Co..... | D-DS-M |

| | |
|-----------------------------|---|
| M060 Gloves | |
| Eiseman-Ludmar Co Inc..... | M |
| StrongSuit Inc..... | M |
| Super Seer Corporation..... | M |

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|--------------------------------|------|
| M071 Name Badges | |
| Factory Direct Badges LLC..... | EI-M |

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|---------------------------------|----------|
| M080 Uniform accessories | |
| Aker International Inc..... | M-OL |
| Eiseman-Ludmar Co Inc..... | M |
| Factory Direct Badges LLC..... | EI-M |
| P.I.N.S. Inc..... | DS-M-MO |
| Schawbel Technologies LLC..... | M |
| Strong Leather Co | M |

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|------------------------------|--------|
| M090 Uniform belts | |
| Aker International, Inc..... | M-OL |
| Dehner Co..... | D-DS-M |

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|---|--------|
| M130 Uniform pants/shirts/skirts | |
| Quantico Tactical..... | DS |
| Red the Uniform Tailor..... | D-DS-M |
| Southeastern Shirt Corporation..... | M |

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|-------------------------------------|--------|
| M140 Uniforms, custom design | |
| Eiseman-Ludmar Co Inc..... | M |
| Red the Uniform Tailor..... | D-DS-M |

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|---------------------------------|---|
| M160 Uniforms, riot/SWAT | |
| Pro Wear Gear.com Inc..... | M |
| StrongSuit Inc..... | M |

Weapons

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|---|------|
| N020 Ammunition, sidearm/shotgun/rifle | |
| Beretta USA..... | DS-M |

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|-------------------------------|--------|
| N030 Holsters | |
| Aker International, Inc..... | M-OL |
| Markl Supply Company Inc..... | D |
| Dehner Co..... | D-DS-M |

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|-------------------------|---|
| N040 Knives | |
| Emerson Knives Inc..... | M |

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|----------------------------|------|
| N045 Scopes/sights | |
| CMC Government Supply..... | D |
| Beretta USA..... | DS-M |

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|---------------------------------------|------|
| N050 Shooting ranges/equipment | |
| Action Target..... | DS-M |
| CAPS Inc..... | M-S |

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|--|------|
| N051 Shooting ranges/protective equipment | |
| Action Target..... | DS-M |

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|--------------------------------|---------|
| N070 Weapon accessories | |
| CMC Government Supply..... | D |
| Law Enforcement Targets..... | D-DS-OL |
| Beretta USA..... | DS-M |

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|--|---------|
| N078 Weapons cleaning equipment | |
| Law Enforcement Targets..... | D-DS-OL |

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|-------------------------------|------|
| N090 Weapons, firearms | |
| CMC Government Supply..... | D |
| Markl Supply Company Inc..... | D |
| Quantico Tactical..... | DS |
| Ruger Firearms..... | M |
| Beretta USA..... | DS-M |

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|----------------------------------|-------------|
| N120 Weapons, less lethal | |
| Markl Supply Company Inc..... | D |
| Reliapon Police Products..... | D-DS-EI-M-P |

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|--|-------------|
| N140 Weapons, storage/security | |
| Performance Custom Cabinets LLC..... | M |
| Salsbury Industries - Lockers.com | DS-M |
| Santa Cruz Gunlocks LLC..... | DS-M |
| Tread Corporation..... | M-SR |
| Tuffy Security Products Inc..... | M |

Transforming the Command and Control Ability of Law Enforcement by 2022



By William Sullivan,
MA, Riverside County,
California, Sheriff's
Department

On August 29, 2008, at about 9:50 p.m., Riverside County, California, Sheriff's Department Investigator Rick Espinoza was on duty and assigned to participate in a patrol sweep in the "Brownstown" neighborhood of South Desert Hot Springs. He was in a single-man unit in a very rough, gang-infested neighborhood, but he wasn't overly concerned. After all, there were two other two-man patrol cars, manned by Riverside County Sheriff Emergency Service Team (EST) members, nearby who were also conducting "directed patrol" enforcement in the area.

He saw a suspicious looking Latino on a bicycle, identified probable cause to stop him, and pulled the patrol car in behind the man. The situation escalated quickly as the suspect began to flee across the open desert field on the bicycle. As he initiated the foot pursuit, Espinoza neglected to call the stop into dispatch. The suspect abruptly turned back, and, out of seemingly nowhere, a 38-caliber revolver appeared in his hand. Espinoza saw the muzzle flash and then felt the bullet tear into his face, ripping away parts of his jaw, teeth, and tongue.

Dazed by the extent of the injury, in pain, and choking on his own blood, he was somehow able to transmit the 11-99 (officer in trouble) over the radio. He was disoriented, though, and wasn't able to give a more exact location other than "Brownstown." While responding officers frantically searched the area, the dispatcher desperately attempted to keep him conscious and talking. Convinced that death was imminent, he told dispatch, "Tell my wife and kids goodbye and that I love them." Even though Brownstown is only a few square miles in size, and there were already officers in the area, it took them almost eight minutes to find him. Fortunately, deputies did locate him and in the end, Espinoza lived.¹ Tragically, others in circumstances similar to Espinoza's do not.

Fast Forward to 2022

Every year, the outcome for many other officers is much grimmer, but it doesn't have to be. With the advancement of more accurate Personal GPS (PGPS) trackers, one can envision a different result for officers in Espinoza's situation if the clock is turned forward to August 29, 2022. On that day, Officer Johnson is on foot patrol in One Quail Place, a large government-subsidized low-income apartment complex with a history of a high crime rate. Johnson

contacts a male suspect in the complex and attempts to arrest him for a minor narcotics violation; a fight ensues, followed by a short foot chase. Johnson loses sight of the suspect, so he requests backup; several different officers start rolling in his direction. Even though the apartment complex is extremely large and has a confusing layout, responding deputies and dispatchers can tell exactly where Officer Johnson is in the complex because he is carrying a PGPS tracking device. Integrated into the onboard touchscreen computer system in his patrol car is a satellite mapping system that provides a bird's eye view of the complex and surrounding areas.

From his patrol car, the watch commander has activated a live satellite video feed that is integrated with the PGPS tracking system. He draws out the perimeter of the search area using the system's touchscreen. It's a clear day, with no cloud cover, so he can see everything moving within the perimeter via the satellite. The system is online within a few seconds; he can see the entire apartment complex in real time. On a cloudy day, he could launch an unmanned aerial vehicle (UAV) instead and use its video camera to view the scene as the UAV flew beneath the clouds. It might take a few minutes longer, but it would serve the same purpose.

Like a well-orchestrated symphony, the watch commander guides each unit into its place on the perimeter, and, with real-time information provided by the PGPS trackers, he knows exactly when they are in position. He has notified the administration, and the chief of police has logged on from his office to watch in real time. The watch commander observes the suspect's location via live feed satellite video. Using the PGPS tracking system, he guides the closest search team to the location to make the arrest. Faced with overwhelming odds, the suspect is taken into custody without further incident. Had any of the officers been injured, the system would have immediately notified the watch commander, and help would have been dispatched to the injured officer's exact position.²

Critical Incident Systems of Today

The first several minutes of any critical incident or emergency situation are generally absolute chaos. Whatever the situation (search and rescue, tactical operation, or other emergency), law enforcement is expected to take control of the situation, and, in a methodical fashion, restore order. To this end, systems have been borrowed from the military and modified for civilian law enforcement, resulting in the developing of solutions such as the California Standardized

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Emergency Management System (SEMS) and the federal government's National Incident Management System (NIMS). These tools basically provide the same function: a logical, progressive, universal system for dealing with all emergency situations and, then, scaling down those resources after the emergency situation is over.

The responsibility of the first supervisor on scene is to establish a command post close enough to the incident to be effective, but far enough away to be out of the danger zone. The first command post is usually a command board (a portable kit in a nylon tote containing various incident-specific forms and a dry erase board) spread across the top of the trunk of a patrol car. Should the incident commander determine that the situation is large enough in scope or will be continuing for an extended period of time, he or she will usually request that a mobile command post be taken to the location.

If the emergency is far-reaching, most jurisdictions (counties and most cities) have their own fixed location emergency operations centers. Ideally, they are located where they will be less affected by a major disaster. During larger incidents, the many factions of both private and government entities must pull together under the leadership of the incident commander to effectively deal with the situation. Difficult decisions must sometimes be made when it comes to the utilization of resources.

Regardless of the nature of the emergency, the most difficult obstacle to deal with is a lack of swift and accurate communication or situational awareness. Updated information simply cannot be provided and interpreted quickly enough. When a situation is quickly evolving, frontline supervisors may be pressed by the command post to provide constant updates, which makes it more difficult for them to deal with the situation at hand.

The incident commanders, who are responsible for the outcome of the entire situation, are never actually at the scene of the incident. This is a major disadvantage; instead, they are required to control the event and make decisions using their best judgment based upon secondhand information. They simply cannot see firsthand what is actually happening. While usually "all's well that ends well," there are situations in which a poor decision based upon untimely or inaccurate information can result in disaster. In the future, however, PGPS tracker systems will allow incident commanders to access situation status information immediately. This real-time, updated information will result in more effective command decisions, and also free first-line supervisors to actually supervise without the need to constantly update their command post. Although the U.S. military has had Blue Force Tracking since the Iraq War, the infrastructure

and software for law enforcement requires entirely different systems. The U.S. Congress has already recognized the need for a secure nationwide broadband network, and, in 2012, they allotted \$7 billion for the development of the First Responder Network Authority (FirstNet).

PGPS Trackers: The Next Revolutionary Safety Device for Police

While the Officer Johnson scenario at the apartment complex might seem like science fiction, the technology is a reality. The implementation of PGPS trackers by law enforcement may soon revolutionize the way that search and rescue operations, responses to natural disasters, tactical operations, and even routine police patrol operations are conducted. Officers will no longer have to use their radios during pursuits because dispatchers will know, in real time, exactly where the officers are.

There are currently several different models of PGPS trackers on the market, and current applications already include the tracking of pets, children, and Alzheimer's patients. Some of these trackers are no larger than a few inches in diameter and weigh just a few ounces. In anticipation of a future GPS tracking system, the Riverside County Sheriff's Department has already installed GPS tracking systems in the microphones of their handheld radios. However, the inherent flaw with current GPS systems is that GPS signals are relatively weak, and the receiver requires a direct line of sight with at least three satellites to establish a position.³

While the technology is currently available to bring this from concept to reality; it has not yet been integrated into a workable system. GPS, cellular triangulation, and, perhaps, even beacon tracking technology need to be consolidated into one compact unit to make the system reliable enough for law enforcement use. So far, there hasn't been some farsighted (and deep-pocketed) entrepreneur from the private sector who has stepped forward to develop an entire package complete with redundant technology and ongoing technical support, which is a must for law enforcement. However, the federal government has developed a very promising system.

The staff at the Massachusetts Institute of Technology (MIT) Lincoln Laboratory, under the direction of Paul W. Breimy, PhD, and funded by the Department of Homeland Security, has developed the Next Generation Incident Command System (NICS), a software program already in use by the California Department of Forestry and Fire Protection (Cal-Fire). Although the program needs some modification to be more law enforcement oriented (Cal-Fire uses automatic vehicle locators rather than personal

trackers), if a reliable PGPS tracker can be developed, the program could be modified to meet law enforcement needs. MIT's website describes the system as follows:

NICS is a web-based command and control environment that enables collaboration among Fire-Rescue, Law Enforcement, Emergency Services, and Technical Specialists across Federal, State, County, Local/Municipal, Tribal, Military, Non-Government (NGO), and Public Utility organizations, departments, and agencies. NICS facilitates real-time situational awareness for widely dispersed responders for use as a preparedness, planning, response, and recovery application on all-risk emergency incidents and planned events.

NICS is:

- *Based upon open standards: It runs on any computer, any operating system, any browser (except Internet Explorer 8 and earlier; IE 9 works fine)*
 - *Non-proprietary: Not vendor owned; this is a community development project*
 - *Uses an "App Store" model: Apps can be developed by anyone, with easy plug-&-play functionality*
 - *Always improving: Like the Web, NICS will never be done; it will always be improved and adapted by the community*
 - *Available at no cost to Emergency Responders*
 - *Aimed at the Tired-Dirty-Hungry: Carefully designed for the responder under extreme stress*
 - *Focused on scalability: Technology for small to large to extreme scale incidents*
- NICS provides collaboration and communication capabilities across all echelons of responders; it enhances the quality and accessibility of sensor data; and it integrates location data for resources, vehicles, and personnel. During an incident, NICS provides an information backbone that manages and distributes data, including real-time vehicle location feeds, weather, critical infrastructure, and terrain information.⁴*

Cal-Fire currently uses NICS to manage fire services-related critical incidents. The NICS mapping system, Google Earth, works extremely well in fire service applications and would work just as well for law enforcement, but some of the functions will require modification. Compared to firefighters, police officers are less dependent on the equipment in their patrol cars, and, in certain tactical situations, officers are even trained to get as far away from their vehicles as possible. While an automatic vehicle locator works well for fire engines, the trackers need to be configured so that they can be carried on the person of an individual officer, instead of on vehicles. GPS trackers have already been integrated into many of the handheld radios currently carried by police officers with the foresight that someday they will be integrated into a

viable complete mapping software system, but there is still some distance to go before that expectation is fulfilled.⁵

In a conversation with the author in April 2014, Dr. Breimyer said that, contingent on adequate funding, MIT is very interested in modifying or further developing the system for law enforcement and would welcome a greater law enforcement influence on the process.⁶ Additional funding would be necessary to make NICS functional for law enforcement; a possibility for MIT might be a partnership with a private company. A public-private partnership may be able to engineer the redundant technology trackers that would interface with a law enforcement-friendly version of NICS.

PGPS Trackers Require Parallel Systems to be Effective

For law enforcement purposes, any system that is not absolutely reliable cannot be pressed into service. Subsequently, because of the current lack of reliability in receiving signals from GPS satellites, backup features must be designed into any system used by law enforcement. Fortunately, with the proliferation of cellphones, cellular triangulation has already been widely implemented. Present cellular triangulation is not quite as accurate as GPS, but it is constantly improving. This is especially helpful in urban environments. A promising technology currently used by Polaris Wireless and tested by the Mountain View, California, Police Department, is Radio Frequency Pattern Matching (RFPM). Bhavin Shah, the vice president of marketing for Polaris Wireless, describes RFPM as "a standards-based alternative location method... This network-based positioning method uses the radio signals of an officer's own device to identify his location, eliminating any dependency on satellites or other network hardware. RFPM is able to locate officers across any air interface and in any environment, eliminating limitations related to the device type or network technology."⁷

Although the use of one or more of these tracking technologies is very promising, law enforcement PGPS tracking must be secure from hacking. The thought of criminals gaining access to the system and knowing the exact location of each officer involved in a

tactical situation or out on patrol is unnerving. It's important that law enforcement and technology providers not lose sight of the fact that the criminal element, especially organized crime and drug cartels, have the funding and resources to compromise all but the most secure computer programs. Therefore, secure servers and the encryption of the GPS tracker transmissions are imperative. Hacking into a natural disaster or wildfire operation is one thing, but the ramifications of a criminal hacking into a SWAT team operation could be catastrophic. In spite of this possibility, however, police leaders must begin to consider how—and with what technologies—they can track and locate the movements of their personnel in the field. With the emergence of tracking capabilities, to do less would be to fail to capitalize on a means to better ensure officer safety while more effectively managing large-scale incidents.

Conclusion

In the next decade, it is likely that every law enforcement agency of any substantial size will either have, or be closely looking at, personal trackers and software systems. In the beginning, there may be objections from labor unions and possibly some passive resistance by the officers until the systems prove themselves. As all involved realize that the advantages outweigh the disadvantages, collective bargaining agreements will be reached, delineating the circumstances surrounding their use and misuse. The eventual task for law enforcement executives and local government officials will be to decide which of the many competitive products to choose from and deciding what product will best fit the needs of their respective organizations.

Because these systems will continue to evolve, the product has to be sold as a complete package that includes ongoing technical support. All of the components of the system must be available from one supplier who has the capability to assist with ongoing software upgrades and maintenance. A second consideration should be the system's ability to interact and interface with tracking systems used by neighboring agencies. If an emergency situation becomes substantial enough that mutual aid from a nearby police department becomes necessary and the systems are not compatible, the ability to formulate a unified command and control will be seriously compromised. With competition, the best products will rise to the top, and, eventually, interoperability may no longer be an issue. By 2022, PGPS tracking may be hailed as the greatest advance in officer safety since the bulletproof vest. ♦

Notes:

¹Riverside County Sheriff's Department, RSO Report #008242028 (internal document).

²Stew Magnuson, "Personal Tracking System Touted as Lifesaver for First Responders," *Security Beat, National Defense Journal* (December 2010), <http://www.nationaldefensemagazine.org/archive/2010/December/Pages/PersonalTrackingSystemToutedasLifesaverforFirstResponders.aspx> (accessed March 13, 2015).

³Joel McNamara, *GPS for Dummies*, 2nd ed. (Hoboken, NJ: Wiley Publishing, 2008).

⁴Lincoln Laboratory, MIT, "About NICS," <https://public.nics.ll.mit.edu/nicshelp/articles/about.php> (accessed March 13, 2015).

⁵Ken Collier, "You Are Here: GPS and Radio Comms Team Up," *Law Enforcement Technology, Officer.com* (November 1, 2010), <http://www.officer.com/article/10232287/you-are-here-gps-and-radio-comms-team-up> (accessed March 13, 2015).

⁶Paul W. Breimyer (director, Massachusetts Institute of Technology (MIT) Lincoln Laboratory), interview with author, April 3, 2014.

⁷Bhavin Shah, "High-Accuracy Wireless Location for Blueforce Tracking," *Law and Order* (February 2014), http://www.hendonpub.com/law_and_order/articles/2014/02/high_accuracy_wireless_location_for_blueforce_trac (accessed March 13, 2015).

This article is based on research conducted as a part of the CA POST Command College. It is a futures study of a particular emerging issue of relevance to law enforcement. Its purpose is not to predict the future; rather, to project a variety of possible scenarios useful for planning & action in anticipation of the emerging landscape facing policing organizations.

This journal article was created using the futures forecasting process of Command College and its outcomes. Managing the future means influencing it—creating, constraining and adapting to emerging trends and events in a way that optimizes the opportunities and minimizes the threats of relevance to the profession.

The views and conclusions expressed in the Command College Futures Project and journal article are those of the author, and are not necessarily those of the CA Commission on Peace Officer Standards and Training (POST).

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The IACP notes the passing of the following association member with deepest regret and extends its sympathy to the family and coworkers left to carry on without him.

Joseph M. Jordan, Commissioner of Police (ret.), Boston, Massachusetts; Dorchester, Massachusetts (life member)



REMEMBER:
Law enforcement professionals at every level qualify for membership in the IACP.

Productupdate

The **Police Chief** keeps you on the cutting edge of law enforcement technology with monthly product announcements. For **free**, in-depth information, visit us online at <http://www.policechiefmagazine.org>. Items about new or improved products are based on news releases supplied by manufacturers and distributors; IACP endorsement is in no way implied.



Body-worn video cameras

Primal USA, LLC, offers the DutyVUE HD1920—a camcorder, still photo camera, and audio-only recorder in one affordable device. A built-in color monitor and the ability to playback on any HDMI monitor enable easier viewing of evidence without special software or a computer. The DutyVUE HD1920 offers three models with internal storage ranging from 16 to 64 gigabytes. The unit features built-in IR emitters, color monitor, microphone, speaker, and GPS. In addition, the unit offers Wi-Fi file transmission as a standard feature.

For more information, visit www.primalusa.com or email sales@primalusa.com.



Breathalyzer

AK GlobalTech offers the AlcoMate Revo, the breathalyzer that combines PRISM technology with advanced fuel-cell precision. Its patented pre-calibrated replaceable intelligent sensor module (PRISM) technology allows end users to change the breathalyzer's sensor on their own when needed. This exclusive technology eliminates the potential for downtime without the product, the need to mail it back and forth for calibration service, and the risk of gradual sensor breakdown. Product features include Department of Transportation approved for law enforcement (accuracy ± 0.005 at 0.10 g/dL); National Highway Traffic and Safety Administration approved; four-digit LCD results display; active pressure sensor/deep lung air sampling; cumulative test counter; and a low-battery indicator and auto power off.

For more information, visit <http://alcomate.net>.

Interactive website

Deloitte introduces its recently launched interactive website: Gov2020. Part of the website focuses on the future of law and justice. Gov2020 isn't a crystal ball, but it does pull together the best of Deloitte research and expertise from across the globe to start a discussion on what is probable and, even more important, what is possible. The biggest value of the website is that it brings together, in one easily navigable place, a treasure trove of analysis and creative visualizations about the future. These include 193 trends that represent the shifts that are likely or at least possible by 2020; 36 drivers that will influence the way government operates and serves its citizens; 15 videos depicting everything from the future of government work to the impact of 3D printing; and 16 infographics depicting everything from digital age transportation to a sensor-enabled world.

For more information, visit <http://goo.gl/Qs3Csn>.

Mobile lidar/camera system

Optech offers the Optech Lynx Mobile Mapper, a powerful mobile lidar/camera system that provides dense and precise 3D data even from vehicles moving at highway speeds. Transportation professionals interested in wide-scale mapping projects can check out the cost-efficient Lynx MG1 model, while those who need precise survey-grade data without skimping on collection efficiency will find that the industry-leading SG1 model is ideal for their tasks. The hidden jewel is the Optech Lidar Mapping Suite (LMS) software, which maximizes accuracy from both models with rigorous automation and scales up for large projects with distributed and batch processing.

For more information, visit www.optech.com.



Baton grip with integrated light

Introducing the Baton Grip Light, an attachment for police batons that provides enhanced weapon retention with a powerful push-button LED light for immediately accessible illumination. Compatible with ASP, Monadnock, and other 1"-diameter expandable batons, the Baton Grip Light is easily attached by removing the end cap, sliding it onto the handle of the baton, and replacing the end cap to secure it in place. The Baton Grip Light does not add any additional length to the baton and is made in the USA.

For more information, visit www.batongriplight.com.

Infrared detection powder

CMC Government Supply is proud to announce that they now carry Cyalume Total IR infrared detection powder. This innovative product is ideal for use in border patrol operations, crime scenes,

tracking and locating, and other tactical operations. Total IR is a spreadable, infrared-emitting powder that can resemble ordinary soil. It is non-toxic and cannot be distinguished by the human eye, requiring a night vision device to view. Total IR is an undetectable way to guard restricted areas, fence lines, trespass areas, or crime scenes. The product has a slight tackiness to it, allowing it to adhere to shoes, tires, or clothing. This makes it the perfect tracking tool for border and restricted entry areas. Total IR will emit IR light from 36–48 hours after deployment, depending on environmental conditions. The best results are achieved when deployed in a low-humidity environment, making it perfect for southern and western border patrol operations. When used indoors, Total IR will produce light for up to a full week.

For more information, visit www.cmcgov.com/store/pc/c422.htm.

GPS tracking device

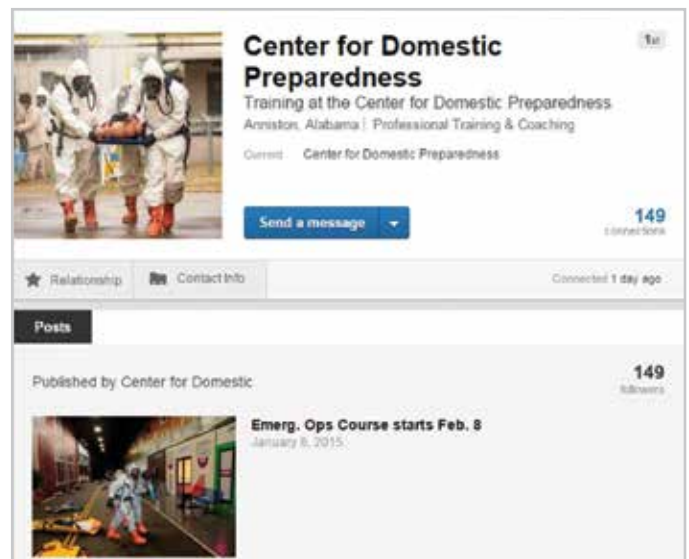
The Electronic Stake Out product from 3SI Security Systems provides a GPS tracking device that can be used to target and track criminals. Using this device frees up officers' time as they don't get involved with the stakeout until the device alerts them that an incident has occurred. More than 5,000 police departments across the world have been trained in this technology and are benefitting from it, with apprehension in 70 percent of cases and an asset return rate of over 87 percent. The release of an enhanced ESO product, the NextGen3 Electronic Stake Out system's global platform leverages multiple security and tracking technologies and offers new benefits including multiple vessel options to allow a variety of bait operations; configurable motion sensitivity, update rates, and interval reporting; customizable geo-fences and capability to link multiple devices; stored location data if cellular signal is lost during tracking; and capability to schedule hibernation and wake up to save battery power. The NextGen3 ESO devices are available in a variety of sizes, and they can be purchased online.

For more information, visit www.electronicstakeout.com.

New LinkedIn account

The Center for Domestic Preparedness announces its CDP LinkedIn account, a platform for emergency responders and training officers to get the latest news on new courses and CDP training and, of course, network. The CDP's primary mission is to train state, local, and tribal emergency response providers, as well as the U.S. federal government, foreign governments, and private entities, as available. A popular aspect of the courses is the hands-on training with a multi-disciplined audience. In addition, the CDP is the only civilian facility that trains with toxic chemical and live biological agents. The center also has the only hospital facility in the United States dedicated solely to training hospital and health care professionals in disaster preparedness and response. The CDP's LinkedIn account includes announcements and information about upcoming courses and class seat availability; links to photos and videos of the CDP's hands-on training; a forum for potential students to ask questions prior to training at the CDP; and a place to connect with CDP instructors and alumni. The center offers more than 40 courses covering 10 different disciplines of emergency response. All CDP courses are fully funded for state, local, and tribal responders, including travel, lodging, and meals. CDP training is also open to emergency responders working in private industry in the United States and other countries on a fee-for-service basis. ♦

For more information, visit www.linkedin.com/pub/center-for-domestic-preparedness/aa/728/735.



Start Recruiting NOW!

Sponsor New Members for the 2015 President's Membership Drive

The membership of the IACP encompasses a diverse and exceptionally professional group from all aspects of the law enforcement profession. All of our efforts, training, research, model policies, smart policing strategies, best practices, and advocacy are directed at making our members successful and enhancing the role of the law enforcement profession worldwide.

The IACP vision is to *Serve the Leaders of Today and Develop the Leaders of Tomorrow*. In order to ensure that everyone involved in and associated with law enforcement has a place in the IACP, membership categories have been expanded in 2015. **As always Active Membership is open to all command-level officers serving in all levels of law enforcement. New Associate Membership categories have been created to encourage non-command level officers, students, university academics & researchers, and service providers to join the IACP.** Membership in the IACP has many educational, networking, and mentoring opportunities to prepare all law enforcement leaders for the challenges and opportunities they will face.

ACTIVE MEMBERSHIP

Active membership in the IACP is open to chiefs and superintendents of police, as well as command-level police officers in public law enforcement agencies. Active members have the right to vote to determine official IACP policy and to elect association officers at the annual conference. **Active Member Dues are \$150.**

ASSOCIATE MEMBERSHIP

Associate membership is available to non-command level officers and civilians in law enforcement agencies and those involved in practicing or teaching law enforcement and/or security and other areas working with the law enforcement profession. Associate members enjoy the same benefits as active members, except they do not have the right to vote on the election of association officers or the right to run for office.

Associate Leaders of Tomorrow: Sworn Officers—\$75

Available to sworn non-command level personnel not otherwise eligible for active membership.

Associate Leaders of Tomorrow: Students—\$30

Available to students enrolled at an accredited college or university in a criminal justice or related discipline not currently employed in a full-time position.

Associate Academic—\$150

Available to instructors/researchers in criminal justice or related fields working at colleges and universities.

Associate Service Provider—\$250

Available to employees of companies or organizations providing services to, or assisting, the law enforcement profession.

General Associate Membership—\$150

Available to those working in or with law enforcement not outlined in another Associate Membership category, including civilians working in law enforcement, private and corporate security, private detectives, associations and nonprofits, and medical or psychological professionals.

» *Every member who sponsors at least one new member will receive an official IACP gift.*

» *Sponsor 4 new members and receive a free registration to the 2015 IACP Annual Conference & Expo being held October 24 – 27, 2015, in Chicago, Illinois, USA. (A \$350 Value!)*

» *In order to qualify for prizes and incentives, the specially coded 2015 President's Membership Drive application MUST be used.*



Richard Beary, IACP President

2015 President's Membership Drive Rules and Information:

1. The new members you sponsor must use the 2015 President's Membership Drive application to qualify for prizes. Photocopies are acceptable.
2. Applications must be received at IACP Headquarters by the **close of business July 31, 2015.**
3. Renewing members do not qualify for this drive.
4. Prizes are non-transferable.
5. The 2015 IACP Annual Conference & Expo will be held in Chicago, Illinois, USA October 24 – 27, 2015.
6. Members will be notified of all prizes and incentives following the conclusion of the drive.
7. The first 250 members to sponsor a new member in the drive will receive the official IACP gift. The item sent will be at the discretion of the IACP.



IACP President's Membership Drive Application

International Association of Chiefs of Police

P.O. Box 62564

Baltimore, MD 21264-2564, USA

Phone: 1-800-THE IACP; 703-836-6767; Fax: 703-836-4543

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

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

Number of sworn officers in your agency (if applicable) ☐ a. 1 - 5 ☐ b. 6 - 15 ☐ c. 16 - 25

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

Membership Categories

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

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INTERPOL Washington and Nlets: A New Partnership to Share International Criminal Data with Officers on the Street

By Wayne Towson, Chief Information Officer, INTERPOL Washington; Mike Zehring, Nlets; and George Ake, Nlets

As the world becomes more connected, international crime becomes more difficult to contain. In the United States, INTERPOL Washington is using its global information resources to combat international crime stateside and abroad. In pursuit of this mission, Nlets, the International Justice and Public Safety Network, has come alongside INTERPOL Washington to deliver data to its user base—U.S. local, state, and federal law enforcement professionals.

INTERPOL Washington is committed to facilitating the sharing of international law enforcement information throughout the United States. This commitment is tied to the Intelligence Reform and Terrorism Prevention Act (IRTPA) of 2004, which defines the National Strategy for Information Sharing (NSIS).¹ This strategy prioritizes and guides INTERPOL Washington's efforts to share international law enforcement information. In partnership with Nlets, INTERPOL Washington will aggressively pursue the integration of INTERPOL information into significant and established information sharing environments (ISEs). Nlets provides a cost-effective framework for leveraging access to international information sharing capabilities facilitated by INTERPOL Washington. Providing direct and automated access to INTERPOL information is a critical component in supplementing our national security and maintaining safe communities within the United States.

A *New York Times* report revealed that the travel industry accounts for nearly 10 percent of the global economy.² Much of that is made up of international travel. From a law enforcement perspective, access to law enforcement information that transcends national borders is paramount. Gone are the days when officers could rely on information stored solely in domestic criminal databases. The International Criminal Police Organization (INTERPOL) and its 190-country membership is transforming how international

The International Criminal Police Organization (INTERPOL) and its 190-country membership is transforming how international criminal justice information should cooperatively be shared on a global scale.

criminal justice information should cooperatively be shared on a global scale. In the United States, INTERPOL Washington is a component of the U.S. Department of Justice and is co-managed with the U.S. Department of Homeland Security. It is the single entity responsible for facilitating access to INTERPOL information.

INTERPOL Washington is providing seamless access to INTERPOL resources in Lyon, France, the location of the organization's headquarters. This type of information sharing is a priority for INTERPOL, as well as one of its most important functions: "help[ing] police in its member countries share critical crime-related information using our system of international notices."³ Officers querying INTERPOL databases have access to information contained within the following international notices published at the request of INTERPOL's 190 member countries. INTERPOL foreign notices are also entered into National Crime Information Center (NCIC) if they meet the Federal Bureau of Investigation—Criminal Justice Information Services (FBI-CJIS) entry guidelines. The international notices are defined by their purpose as the following list details:

- Red Notice – To seek the location and arrest of a fugitive wanted for prosecution or to serve a sentence or serious offenses for the purpose of extradition or other lawful return
- Blue Notice – Locate, identify, or obtain information on a person of interest in a criminal investigation, including offenders, suspects, and witnesses
- Green Notice – Warn about persons who are a possible threat to public safety or may commit a criminal offense, based on previous criminal convictions or history

- Yellow Notice – Locate a missing person or to identify a person unable to identify himself or herself
- Black Notice – Seek information on unidentified bodies
- Orange Notice – Share urgent warnings that provide information about procedures, events, or modus operandi that constitute imminent threats to public safety and are likely to cause serious injury to persons or damage to property
- United Nations Security Council Special Notice – Inform INTERPOL's member countries that an individual or an entity is subject to UN sanctions and provide information on membership in terrorist groups
- Purple Notice – Provide information on modus operandi, procedures, objects, devices, or hiding places used by criminals

The following new queries are being develop or explored by INTERPOL Washington and Nlets:

Illicit Arms Records and Tracing Management System (IARMS)

IARMS is a state-of-the art tool that facilitates information exchange and investigative cooperation between law enforcement agencies in relation to the international movement of illicit firearms as well as illicit firearms that have been used in the commission of a crime. This system is under development at Nlets and should be operational shortly.

INTERPOL Mug Shots

INTERPOL Washington and Nlets are exploring making mug shots available for queries to INTERPOL. This capability would include access to the actual INTERPOL notice. For the

first time, officers in the field could access these images using the Nlets image capability.

INTERPOL Washington's information sharing objectives include providing federated query capabilities to all INTERPOL resources by U.S. law enforcement agencies. INTERPOL Washington has forged a partnership with Nlets to share international law enforcement information. Nlets has a history of sharing law enforcement and public safety information, and, through Nlets, every U.S. federal, state, local, and tribal law enforcement organization (more than 18,000 agencies) can have access to INTERPOL information.

Eleven states (Delaware, Indiana, Iowa, Maryland, Michigan, Mississippi, Montana, Oregon, Texas, Virginia, and Washington) and the District of Columbia have federated their criminal justice queries to include an automatic query through Nlets of INTERPOL databases. Now state, local, and tribal organizations possess the opportunity to identify and secure potential national security gaps that involve transnational crime by automatically checking INTERPOL's criminal investigative databases. This would include wanted persons, criminal history, stolen motor vehicles, and stolen or lost travel documents.

INTERPOL Washington and Nlets are continuing to work to tie together global justice information resources for the officer on the street, providing front-line law enforcement officers with the necessary information to protect our communities and enhance officer safety. ♦

For more information about Nlets' services and initiatives, visit www.Nlets.org or contact the director of business development, Bonnie Locke, at Blocke@nlets.org.

For more information about INTERPOL Washington's information-sharing techniques and tools, please contact Wayne Towson, chief information officer, at Wayne.Towson@usdoj.gov or by calling the 24/7/365 INTERPOL Operation and Command Center at 202-616-3900.

Notes:

¹Intelligence Reform and Terrorism Prevention Act of 2004, 50 U.S.C. §485 (2004).

²Kenan Christiansen, "A Look at Global Travel Trends," *The New York Times*, March 26, 2014, http://www.nytimes.com/2014/03/30/travel/a-look-at-global-travel-trends.html?_r=0 (accessed March 11, 2015).

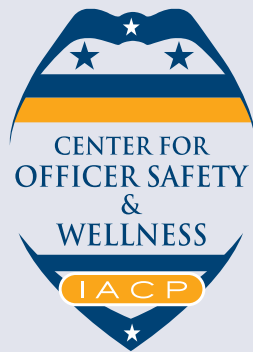
³INTERPOL, "International Notices System," fact sheet, 2014, <http://www.interpol.int/News-and-media/Publications#n626> (accessed March 9, 2015).

INTERPOL Washington Mobile App

The app provides an in-depth look at the work INTERPOL Washington does and the powerful tools it uses to fight transnational crime. The app is available for both Android and Apple devices. Access the following information on-the-go:

- » Agency mission
- » Latest news
- » Law enforcement-focused multimedia gallery
- » INTERPOL liaison locations within the United States and its territories
- » Detailed explanation of notices issued by INTERPOL pursuant to U.S. law enforcement agency requests
- » Agency initiatives
- » Partner organizations

Download the app today: www.justice.gov/interpol-washington/interpol-washington-mobile-app.



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.

Deputy Rodney Condall
Orleans County, Louisiana, Sheriff's Office
Date of Death: January 28, 2015
Length of Service: 16 years

Officer Toni Kristinsson
British Columbia Commercial Vehicle Safety and Enforcement, Canada
Date of Death: February 1, 2015
Length of Service: 3 years

Officer Siegfred D. R. "Dove" Mortera
Guam Police Department
Date of Death: February 14, 2015
Length of Service: 17 years

Special Agent William Sheldon
U.S. Department of Justice, Bureau of Alcohol, Tobacco, Firearms and Explosives
Date of Death: March 2, 2015
Length of Service: 16 years

Officer Terence Avery Green
Fulton County, Georgia, Police Department
Date of Death: March 4, 2015
Length of Service: 22 years

Lieutenant C. Scott Travis
Bullitt County, Kentucky, Detention Center
Date of Death: March 5, 2015
Length of Service: 11 years

Officer Robert Wilson, III
Philadelphia, Pennsylvania, Police Department
Date of Death: March 5, 2015
Length of Service: 8 years

Officer Brennan Rabain
Prince George's County, Maryland, Police Department
Date of Death: March 7, 2015
Length of Service: 1 year

Having a Target—How Agencies Benefit from the National Law Enforcement Challenge

By John R. Batiste, Chief, Washington State Patrol

Some officers reading this column have probably seen that old range master trick in which a blank sheet of paper is attached to a target holder. Student officers fire a magazine's worth of rounds, and their shots are usually scattered around the page. The range master then draws a simple black dot in the middle of a new page, and the experiment is repeated. The grouping is almost always much tighter and centered around the dot.

The point is that everyone performs better when they have a target. Trying to meet a standard, goal, timeline, or deadline challenges people—including law enforcement officers—in a positive way.

That, in a nutshell, is why the International Association of Chiefs of Police (IACP) award competitions provide a valuable return on investment for the agencies who participate. It's nice to have a certificate on the wall—it's much nicer to know that the agency is fundamentally better for having challenged itself through the award entry process.

A public information officer once said, "For a spokesperson to be saying the right thing, their agency needs to be doing the right thing." The same holds true for award entries. An agency or officer won't win something from IACP with just a slick entry packet. The evaluators have seen those and recognize "vapor" almost immediately. A competing agency can be successful only if it is able to provide solid evidence of success in its fundamental mission.

Compiling data for the entry packet involves a great deal of minutia, but the process becomes a valuable self-check in the broader sense. Whether an entrant wins or loses—by doing the review and entry packet, the agency is given the chance to spot any gaps in its daily performance.

As a police leader, Chief John Batiste of the Washington State Patrol (WSP) makes it clear to those who are compiling the agency's award entries that if they spot a gap in data—or worse, a gap in performance—they're expected to bring the matter to his attention. If there's something the agency isn't doing that it should be, the first priority is to fix that for the citizens the WSP

serves. Then the team will figure out how to address the issue in the award entry.

Among all of the awards that various organizations might offer, Batiste prefers the National Law Enforcement Challenge because it measures the "right" things. The process forces entrants to report *outcomes* rather than *outputs*. For those who might not be familiar with those particular terms, an "output" is a very straightforward data point—the number of speeding tickets written by an agency is a good example. Simply going out and writing a lot of speeding tickets at any time and in any location in which people tend to speed may win a few awards, but the resulting data doesn't help law enforcement. However, an "outcome" is the measure of the effect on society. An agency might be writing a lot of tickets, but is it reducing traffic fatalities? If officers write tickets at the wrong time of day, or in a location where there hasn't been a crash in decades, they won't get the outcome they're seeking—they won't save lives.

By measuring outcomes, the National Law Enforcement Challenge forces agencies to think clearly about their mission and how well they're executing it. The award entry process is an annual, organized, and objective way to make sure law enforcement is truly serving the public.

Being a competitor in the National Law Enforcement Challenge requires a commitment from agency leadership and a significant investment in staff time. In the WSP, the entry process is coordinated by a lieutenant in the Field Operations Bureau who is assisted by a data analyst and others with relevant information. The agency also involves a staff member with expertise in publications, so that WPS submits an easy-to-read entry that effectively conveys its successes.

The process actually takes several months as the agency gathers and validates the necessary data, and then prepares the entry according to the contest rules. As pointed out, while a winning submission is more than a slick entry packet, a slick entry packet doesn't hurt. The evaluators are looking at a lot of material, and the entrant's successes should jump off the page at them. If it's done well, an agency can get double duty out of the effort. The information gathered for an award entry can also be provided to the jurisdiction's chief executive (mayor, governor); governing body (city council, legislature); or even the agency's critics.

It's also helpful, after a competition, to look at other award entries. There might be "gold in them thar hills." There's no law against stealing good ideas, as long as the originator of that idea is given due credit. If there's something one agency is doing well, another agency can adopt it or adapt it for its own use—perhaps producing a savings that completely outweighs its investment in the award entry.

Putting together a successful award entry, regardless of category, is a lot of work. It takes weeks to months of lead time. Depending on what data an agency routinely gathers, it might even require a change in how officers in the field document their work.

In return for that investment, agencies can gain confidence that their programs and processes are on track, that they have documentation for those who question what they do, and that they know their officers and work are truly protecting the public they've sworn to serve. ❖

The National Law Enforcement Challenge is a national awards competition that recognizes excellent law enforcement traffic safety programs. The program is supported through a cooperative agreement by the National Highway Traffic Safety Administration and is managed by the IACP, working collaboratively with the National Sheriffs' Association, the Governors Highway Safety Association, and the American Association of Motor Vehicle Administrators.

Visit www.theiacp.org/NLEC to apply or learn more about the program.



National Law Enforcement Challenge (NLEC)

The National Law Enforcement Challenge (NLEC) is a friendly competition among law enforcement agencies, intended to strengthen traffic safety programs while focusing on the issues of impaired driving, occupant safety, and speeding. Additionally, agencies can select a traffic safety issue that has been identified as a problem in their state or jurisdiction. Within each of these four categories, participating agencies are evaluated and awarded points on their approaches to these traffic safety issues based on seven factors:

| | |
|----------------------------------|-------------|
| Problem Identification | Policies |
| Planning | Training |
| Public Information and Education | Enforcement |
| Outcomes | |

The NLEC also offers additional awards for traffic safety efforts in:

| | |
|------------------------|---------------------------------|
| Bike/Pedestrian Safety | Commercial Motor Vehicle Safety |
| Distracted Driving | Motorcycle Safety |
| Technology | Traffic Incident Management |

Resources to assist and guide you through the application process can be found on the NLEC website, www.theiacp.org/NLEC.

Applications must be submitted by email to nlec@theiacp.org by **Friday, May 1, 2015**.

National Law Enforcement Challenge Partners



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