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AUGUST 2004

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Los Angeles, California, USA

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The Los Angeles Police Department and the Los Angeles County Sheriff's Department will host the 11th Annual IACP Conference November 13-17, 2004. For a preview of conference activities, please see pages 26-51 in this issue.

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- 2005 (112th) • Sept. 24-28 • Miami, FL
- 2006 (113th) • Oct. 14-18 • Boston, MA
- 2007 (114th) • Oct. 13-17 • New Orleans, LA
- 2008 (115th) • Nov. 8-12 • San Diego, CA
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Fulfilling Our Mission: IACP Services Today

In recent months, this column has provided updates on the IACP's efforts in support of the National Criminal Intelligence Sharing Plan and the elimination of radio interference for public safety officials, our actions in response to concerns over the effectiveness of soft body armor, our legislative efforts, and our work on the IACP Center for Police Leadership.

But these activities represent only a few of the services that the IACP makes available to its members. The range of projects and activities that the IACP—through its divisions, sections, committees, and staff—is involved in has always amazed me. In fact, even though our programs are well advertised through the Police Chief, the IACP Web site, various newsletters, and the annual IACP conference, I often meet members who are surprised by the services the association offers.

It is clear that through these activities the IACP continues to fulfill its mission to advance professional police services and to serve as a leadership organization for law enforcement executives throughout the world.

Unfortunately, listing all of the services provided by the IACP in this column is simply not possible. However, I want to give you just a brief overview of some of the many projects currently under way at the IACP.

Services, Support, and Technical Assistance to Smaller Police Agencies

This program gives departments serving fewer than 25,000 residents with fewer than 25 officers a wide range of services, including regional symposia, on-site training forums, a specialized training track at IACP's annual conference, tribal police training, best practices guides, and a quarterly newsletter, "Big Ideas for Smaller Police Departments." Training subjects include recruitment and retention, new technology acquisition, grant writing, strategic planning, and team-based management.

National Law Enforcement Policy Center

In 1987 the IACP, in cooperation with the U.S. Department of Justice, established a National Law Enforcement Policy Center. For the past 17 years, the center has worked with a broad-based law enforcement advisory board to develop more than 98 model law enforcement policies. Each model policy reflects the

latest research, the input of leading subject matter experts, and the judgment of advisory board members who have combined this information with their extensive practical field and management experience. The topics addressed by the center represent the most difficult issues facing police administrators.

Technology Clearinghouse

The IACP Technology Clearinghouse provides guidance to law enforcement agencies interested in installing various technologies and promotes emerging law enforcement technologies. The clearinghouse also provides a comprehensive list of mobile computing and IT resources. The clearinghouse Web site at www.iacptechnology.org also includes information on grant opportunities, technology standards, guidelines published by the IACP Law Enforcement Information Management Section, and technology product surveys.

Cutting Edge of Technology

Designed to enhance law enforcement's understanding, acquisition, and use of technolo-

gy, this project enabled the development of a Web-based police pursuit database. Facts gathered from the database formed the basis of an executive brief in 2003 that helps departments evaluate their policies, guidelines, and training requirements for pursuits. In 2004 the project will be working with vendors and researchers to develop comprehensive in-car camera standards and testing specifications and examining the use of electro-muscular disruption devices and their impact on tactical police operations.

New Police Chief Mentoring

This project provides newer police executives with guidance as they begin their tenure. The project serves agencies of 25 or fewer sworn officers or those serving populations of 25,000 or less. Newer chiefs gain access to seasoned chiefs from agencies of similar size to learn how they achieved success and resolved similar problems. This assistance includes written materials, guidance, and on-site visits when needed. A major component of the project is A Police Chief's Desk Reference, which includes sections on leadership, policy, funding, accreditation, and other topics.

Police Response to Violence Against Women

The IACP is working closely with the Violence Against Women Office on a continuing program to provide information, technical assistance, and support to police agencies, advocacy organizations, and other agents of the criminal justice system. Activities include regional workshops to train police agency trainers on interstate enforcement of orders of protection and on-site visits to discuss police officer domestic violence. Other initiatives focus on violence against women on campus, safety planning and risk assessments with victims, and domestic violence fatality reviews.

Details on the Web

These programs and activities represent only a small fraction of the valuable information available from the IACP. I urge you to explore the IACP Web site at www.theiacp.org to gain a further understanding of the hundreds of research products, professional services, and training opportunities offered by the IACP.



Chief Joseph M. Polisar
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FCC Approves the Consensus Plan

**By Gene Voegtlin,
IACP Legislative Counsel**

On Thursday, July 8, the Federal Communications Commission unanimously approved the IACP-supported Consensus Plan (www.projectconsensus.org), which seeks to eliminate radio interference in the 800-megahertz band.

Simply put, the Consensus Plan seeks to eliminate 800-megahertz interference by realigning the current jumbled licensing of 800-megahertz systems into two distinct blocks: one block for public safety and private wireless systems, and one block for wireless carriers such as cellular service providers. Creating these separate contiguous blocks for public safety and wireless carrier systems means that interference will be virtually eliminated.

In order to create these separate blocks, it is necessary for the wireless carrier Nextel to abandon some of its current spectrum in the 800-megahertz range and receive in exchange a separate block of spectrum for its commercial use. Nextel must also set aside \$2.5 billion to make the switch. These funds can be used to cover the costs incurred by public safety agencies as a result of implementing the Consensus Plan.

The Consensus Plan, which was developed by IACP, along with the Major Cities Chiefs Association, the National Sheriffs' Association, the Major County Sheriffs' Association, the Association of Public Safety Communications Officials International, and the International Association of Fire Chiefs, has received broad support from the public safety community and other affected organizations.

For more than two years the IACP, led by its Communication and Technology Committee Chairman Harlin McEwen, has worked for FCC approval of the plan. The FCC's action is an important step toward resolving the 800-

megahertz interference problem, and the IACP is gratified by the FCC's decision.

But in spite of the FCC's action the issue is still not settled. Other wireless telecommunications companies have already publicly stated their intention to mount a legal challenge to the FCC decision. Observers expect these companies to claim that the FCC violated federal law by providing Nextel with new spectrum without first holding a public auction.

The IACP will continue its efforts in support of the Consensus Plan.

Senate Approves H.R. 218 President Announces Intention to Sign

On Wednesday, July 7, the U.S. Senate approved, by unanimous consent, H.R. 218, the Law Enforcement Officers Safety Act. This action clears the legislation for the president's signature and the bill's enactment into law. President Bush has already stated that he will approve this legislation.

H.R. 218 would authorize off-duty and retired law enforcement officers to carry concealed weapons anywhere in the nation regardless of state or local firearms restrictions.

The IACP strongly opposed this legislation because of concerns related to officer and citizen safety, use-of-force and firearm training standards, officer identification and eligibility issues, supervision of retired police, liability concerns, and a fundamental belief that states and localities should determine who is eligible to carry firearms in their jurisdictions.

House Passes Homeland Security Appropriations Bill

In late June, the House passed the fiscal year 2005 homeland security appropriations bill (HR 4567). Under the bill, police and fire departments would face significant cuts in federal homeland security grants, while aviation

security would get a major boost. The issue of how much money is enough for first responders and aviation security is likely to dominate the summer debate over homeland security spending.

During consideration of the bill, the House defeated an amendment that would have changed the formula by which grants are distributed to first responders. Currently, each state receives at least a minimum share of the grants. States like New York that have a higher risk of terrorist attacks want funds distributed according to the threat of terrorism.

The House also defeated an amendment that would have transferred \$450 million from other programs to the urban security grant program.

The Senate version of the bill (S 2537), as passed by the Appropriations Committee, is very similar to the one passed by the House. Both would provide a total of \$33.1 billion for the Homeland Security Department.

The debate in both chambers has centered on how much money there should be for first responder grants, and where that money should go. Specifically, the bills would provide \$4.1 billion for a wide range of emergency management, firefighter, and terrorism preparedness grants, including the following:

- \$1.25 billion for Office of Domestic Preparedness formula grants, a decrease of \$450 million (26 percent) from fiscal year 2004
- \$1.0 billion for grants to high-threat, high-density urban areas, \$100 million of which is reserved for rail security, up 38 percent from last year, when the program received \$866 million

As they did last year, Democrats protested the cuts for first responders.

The IACP is concerned about the cuts to these crucial grant programs for the law enforcement community. We will continue to work to ensure that these programs are sufficiently funded.

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Is the Miranda Custody Standard Different for Juveniles?

By Lisa Judge, Police Legal Advisor, Tucson, Arizona

The answer is No, according to a recent decision by the U.S. Supreme Court. In *Yarborough v. Alvarado*, the Court further clarified the concept of custody in determining whether *Miranda* warnings are necessary when a juvenile is interrogated, and held that a trial court need not consider age in determining whether a "reasonable person" is in custody for *Miranda* purposes.¹

Seventeen-year-old Michael Alvarado and an accomplice, Paul Soto, attempted to steal a truck from the owner in a shopping center parking lot. When the owner refused to comply with Soto's demand for money and keys to the truck, Soto shot him to death. Alvarado helped Soto dispose of the gun after the murder. Several weeks after the murder, a detective contacted Alvarado's mother, wanting to speak with Alvarado. Alvarado was taken to the station by his parents and interviewed by the detective while his parents were asked to wait in the lobby.

Alvarado was interviewed by Detective Comstock about his involvement in the carjacking murder for approximately two hours. He was not given *Miranda* warnings at any time during the interview and was never told that he was free to leave. Several times during the interview the detective asked him if he needed a break. After making statements about his involvement in the crime, he was allowed to go home with his parents. Several months later he was charged with first-degree murder and attempted robbery.

Alvarado sought suppression of the statement made to Detective Comstock at the police station, because he had not been given *Miranda* warnings prior to making the statement. The California trial court allowed use of the statement, ruling that Alvarado was not in custody at the time he spoke with Comstock, so *Miranda* warnings were not necessary. Alvarado took the stand during trial, stating that his interview with the detective "was a pretty friendly conversation" and that there had been a "free flow" between him and the detective and he did not "feel coerced or threatened in any way." Alvarado's testimony about his involvement in the crime contradicted his statement to the detective, so portions of the interview were used to impeach Alvarado.

Alvarado was convicted of the offenses and sentenced to 15 years to life in prison. He appealed his conviction based upon the failure to receive *Miranda* warnings but was unsuccessful.

He then sought review from the federal court via habeas corpus. At the Ninth Circuit Court of Appeals Alvarado's conviction was reversed, based upon that court's belief that subjective information, such as age and experience, must be a factor in determining whether a person is in custody for *Miranda* purposes, and that the state court was mistaken in refusing to take Alvarado's age into account. The Supreme Court's decision reversed the Ninth Circuit, and once again restated that a custody determination should be based upon an objective, reasonable-person standard.

At least since 1976 it has been clear that *Miranda* warnings are required only when a person is subjected to "custodial interrogation."² To provide law enforcement officers with workable, clear-cut guidelines, the Supreme Court has provided guidance throughout the years on what constitutes "custody" and "interrogation" for *Miranda* purposes. The Court has been careful to craft rules that are objective and somewhat easy for officers to follow when deciding under what circumstances *Miranda* warnings are necessary.

Generally speaking with regard to custody, "the initial determination of custody depends on the objective circumstances of the interrogation, not on the subjective views harbored by either the interrogating officers or the person being questioned."³ The test for determining whether a person is in custody for *Miranda* purposes is an objective one and involves two considerations: (1) what are "the circumstances surrounding the interrogation, and (2) given those circumstances, whether a reasonable person would have felt free to terminate the interrogation and leave."⁴ This test employs an objective, reasonable-person standard and does not require police officers to make subjective determinations about a person's state of mind, level of sophistication, or age prior to questioning that person.

In applying this test to Alvarado's interrogation, the Court determined that it was reasonable for the trial court to find that Alvarado was not in custody based on a number of factors:

- He came to the interview voluntarily and was not required to arrive at any certain time; he was not threatened or told he was going to be arrested.
- His parents waited in the lobby, indicating that the interview would be fairly brief.
- He and his family were told it was "not going to be long."
- The focus of the interview was on the other perpetrator (Soto) rather than Alvarado.

- During the interview he was provided with opportunities for breaks.
- He went home with his parents after the interview.

Given these facts, the Supreme Court found support for the California trial court's decision that a "reasonable person" in Alvarado's situation would not believe himself to be in custody and that *Miranda* warnings were therefore not required prior to the interview.

This is not to say that a person's age is completely irrelevant in an interrogation scenario. Separate from the *Miranda* requirement, a statement must still be voluntarily given to comply with constitutional due-process requirements. When determining whether a statement was voluntarily given, courts turn their attention to the subjective elements of an interrogation in an effort to ascertain whether a person's will was overborne during questioning.⁵ Considerations of age, education level, language barrier, familiarity with the legal system, and mental disability are some of the factors indicating whether a person provided a voluntary statement.⁶

Juvenile status may also be important if federal or state laws provide additional rights, such as parental notification prior to questioning or heightened *Miranda* protections for juveniles.

The Court noted that a generalized rule such as *Miranda* allows for broad interpretation in deciding how to apply the rule under differing circumstances. The tests for determining whether a person is in custody or is being interrogated and must therefore receive *Miranda* warnings are likewise fairly broad, and for good reason; the broadness provides latitude and discretion in deciding whether law enforcement actions are reasonable, given the complex and countless variables that officers encounter when questioning suspects.

As a final note, this case once again illustrates the importance of good documentation of the circumstances surrounding a suspect interview. Providing the court with complete information about where, when, and how an interview is conducted allows the court greater ability to determine the whether the officer's actions are reasonable and comply with constitutional requirements.

¹Decided June 1, 2004.

²*Beckwith v. U.S.*, 425 U.S. 341 (1976); *Oregon v. Mathiason*, 429 U.S. 492 (1977).

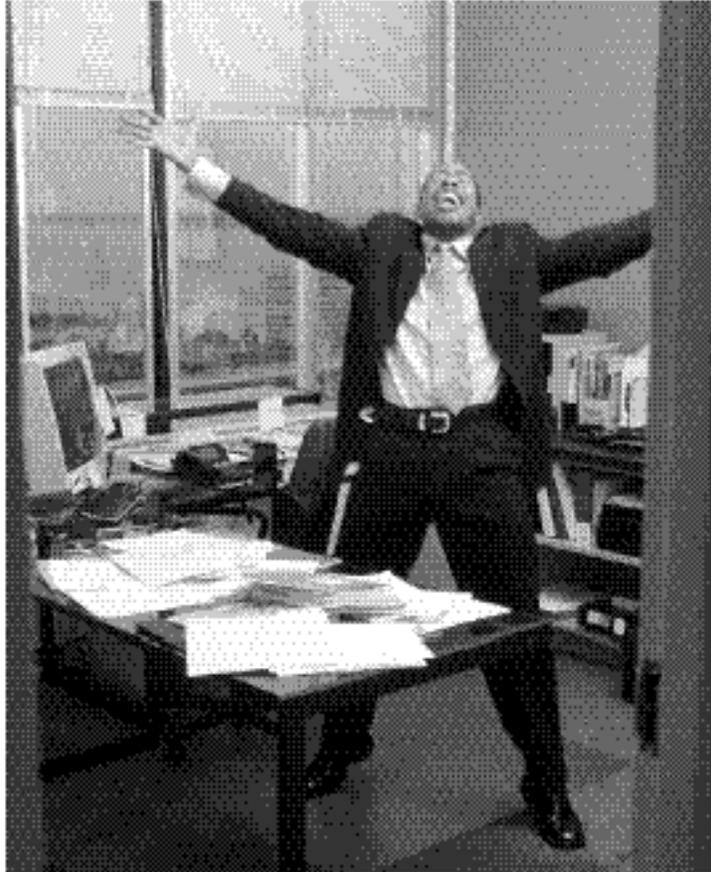
³*Stansbury v. California*, 511 U.S. 318 (1994).

⁴*Thompson v. Keohane*, 516 U.S. 99 (1995).

⁵See *Colorado v. Connelly*, 479 U.S. 157, and *Moran v. Burbine*, 475 U.S. 412.

⁶*Schneekloth v. Bustamonte*, 412 U.S. 218 (1973).

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Where do the good ideas come from?

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

Texas Town Acquires Digital In-Car Video System

IBM announces that it will equip the cruiser fleet of the Tyler, Texas, Police Department with a digital video system designed to allow officers to capture video of traffic stops and criminal activity in progress. The company and the police department expect the system to help in the fight against crime and to save the department as much as \$50,000 a year in labor, management, and supply costs.

Tyler also plans to add wireless capability to the system, enabling the transmission of live video images from the cruisers to the police department in near real time, according to Police Chief Gary Swindle.

"IBM's digital video system represents a revolution in video recording, a tool for helping improve safety, and a potential cost-saving device all in one," said Chief Swindle. "It is a welcome addition to the infrastructure that supports one of the most important jobs in the world—the job of serving the public."

IBM's in-car digital video system is designed to continuously record images and sound onto a 40- or 60-gigabyte hard drive. When an officer turns on the vehicle's overhead pursuit lights, the previous four minutes of video and audio are saved and recording continues until the officer turns off the system.

Installed in each of the department's 60 cruisers, the IBM in-car solution, will collect data via digital video cameras mounted in the cars as well as from audio microphones worn by the police officers. The data will be fed to ruggedized computer hard drives in the vehicles.

At the end of an officer's shift, he or she will remove the hard drive, bring it into police headquarters, and upload any recorded images into a central data repository capable of storing 4.35 terabytes of data—the equivalent of nearly one million full-length novels.

Tyler has a population of more than 87,000 and covers 52.7 square miles.

For more information, circle no. 100 on the Reader Service Card, or enter the number at www.theiacp.org/freinfo

West Virginia Launches Digital Communications Network

Motorola announces that the West Virginia Division of Natural Resources (DNR) has installed a wide-area digital system designed to enable interoperability between field officers and public safety agencies.

The \$2 million wide-area Astro digital system is believed to be the first such system in the state. The DNR purchased the system last fall from Motorola, which has just finished the installation stage. As soon as the final programming database is completed, the mobile units will be installed in all vehicles and the system will go into full operation. The VHF system allows field officers to communicate to existing state and local public safety agencies that are also using VHF systems.

The new system, which replaces an older low-band system, includes 28 tower sites, six dispatch locations at each of the division's headquarters, XTS 5000 and Astro Spectra mobile and portable two-way radios, and Motorola's new Command Star consoles with control stations.

"In my more than 25 years of service with the Division of Natural Resources, this may be the best piece of equipment ever issued to our officers," said DNR Lieutenant Charles W. Schollar in Beckley. "We have been on the system for about six weeks now and compared to the old low band system, the new Motorola high band system is tremendous."

For more information, circle no. 101 on the Reader Service Card, or enter the number at www.theiacp.org/freinfo

State and Federal Agencies Deploy Mapping Tool at G-8 Summit

The Georgia Tech Research Institute (GTRI) announces that the Georgia Emergency Management Agency (GEMA) used its mapping tool to coordinate planning and response during the recent G-8 summit of world leaders at Sea Island, Georgia. The Geographic Tool for Visualization and Collaboration (GTVC) was developed by the GTRI and funded by the Georgia Emergency Management Agency. The agency made the tool available to state and federal agencies during the event to coordinate their responses in real time.

Extensive state planning and tight security helped prevented any significant law enforcement problems during the G-8, and GTVC's developers and users were pleased with the enhanced system. GTVC provided many new features for its G-8 use, including maps with six-inch resolution for G-8 areas of interest. Researchers also boosted GTVC's reliability and robustness, and added secure encryption for communications.

"GTVC proved to be an extremely useful tool," said Ralph Reichert, director of the GEMA Terrorism Emergency Preparedness and Response Division. "Using GTVC, law enforcement teams were able to monitor and track activities in a manner that kept them one step ahead of protestors. . . . Furthermore, and probably most importantly, command staff could immediately get a snapshot of what was going on without relying solely on traditional voice communications."

Other agencies using GTVC during the summit were the Georgia Bureau of Investigation, the Georgia State Patrol, the Federal Bureau of Investigation, the National Guard, and the U.S. Secret Service.

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The Bali Bombing

Australian Law Enforcement Assistance to Indonesia

On October 12, 2002, at 11:15 p.m. local time, three explosions rocked the resort island of Bali in Indonesia. The first device, detonated in Paddy's Bar in the tourist district of Kuta, was believed to be the work of a suicide bomber. Moments later, a second and more powerful device located in a van parked nearby and adjacent to the popular Sari Club exploded, inflicting further casualties. The third device detonated near the U.S. consulate in Renon, a suburb of Denpasar, the capital of Bali.

The devastating effect of the bombings resulted in more than 421 people being reported missing. In the ensuing months, it was confirmed that 202 people died in these blasts, including 88 Australians. Many more people were maimed and disfigured for life. Most of the victims were young tourists from around the world, including two Australian federal police officers and a number of other Australian state police officers who were hurt in the blasts.

The response from the international community was rapid; investigators and forensics experts from the United States and other countries quickly assembled to help Indonesian police solve these crimes. This article outlines the Australian law enforcement response to assist the Indonesian police in this investigation.

**By John Lawler, A.P.M.,
Acting Deputy Commissioner,
Australian Federal Police,
Canberra, Australia**

The Australian law enforcement response to the Bali nightclub bombings in October 2002 is one of the most significant operations ever undertaken by Australian law enforcement agencies. Led by the Australian Federal Police, the operation was a multijurisdictional response by Australian commonwealth, state, and territory law enforcement agencies. Australian state and territory police services played a major role in ensuring the response from Australia was comprehensive and coordinated. At the height of the investigation, approximately 500 Australian police members were deployed on matters relating to the bombings, with approximately 400 of these in Australia.

The multinational operation involved agencies from Indonesia, the United States, the United Kingdom, France, Germany, and New Zealand. As many as 10

Photo courtesy The Australian Federal Police

countries have been represented as part of the forward command post; the U.S. Federal Bureau of Investigation (FBI) was a key partner and significant contributor throughout the investigation.

The response to the bombings required the involvement and coordination of several key police disciplines including investigation, intelligence, disaster victim identification (DVI) and specialty identification, forensic investigations, bomb data, and family liaison functions.

The Bali bombings represented a watershed in the relationship between the Indonesian National Police (INP) and the Australian Federal Police (AFP), culminating in the signing of a joint investigation agreement between the two organizations by INP General Da'i Bachtiar and AFP Commissioner Keelty on October 18, 2002. Earlier that year, a memorandum of understanding between Indonesia and Australia on combating transnational crime and developing police cooperation was signed by the INP and the AFP on behalf of Indonesia and Australia.

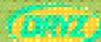
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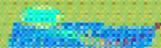
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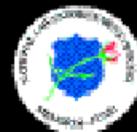
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date, 36 people have been arrested in relation to the Bali bombings, and 33 have been convicted.

With several suspects still at large, the INP and the AFP continue to work closely together in critical areas including intelligence, investigations, technical operations, and capacity building to bring all those responsible to justice. The AFP continues to commit resources to the investigation, with members deployed on a rotating basis in Indonesia, and members continuing related activities in Australia.

The success of the operation to date has demonstrated the INP's outstanding achievements, which was assisted by the immediate, comprehensive, and coordinated Australian law enforcement response. The Australian law enforcement response should be seen as a model for future responses in other countries. Using most policing disciplines, the Australian community can be well satisfied that every possible action was taken to ensure a comprehensive response to this tragedy.

This response was recognized by Australia's prime minister, John Howard, on November 26, 2002:

Can I also take the opportunity . . . in the presence of the commissioner of the Australian Federal Police, to say to you, Commissioner, on behalf of the entire nation, what a magnificent job your officers are doing in the investigation into the Bali atrocity. We read every day of developments. . . . I want to express our gratitude. It is obvious that there's been fantastic cooperation between your officers and the officers of the state police forces under your leadership and the Indonesian police. We all hope that those responsible are brought to justice, and we're all deeply grateful for the superbly professional way in which your officers have gone about that work. And you have the respect and the gratitude of all of the Australian people.

The Australian Response

The AFP response to the crime was swift. By 2:00 a.m. on October 13, 2002, members of the public began contacting the AFP's National Assessment Center to report information about explosions in Bali. Within 40 minutes, two AFP liaison officers stationed in Indonesia (both of whom were already in Bali) were investigating the origins of the blasts.

During this process it was ascertained that at least two off-duty AFP members and a number of state and territory police officers from the United Nations Mission in Support of East Timor (UNMISSET) were near the bombings at the time. And later it was discovered that two AFP members and a number of other state police officers were actually injured in the blasts.

By 6:30 a.m. on October 13, the AFP Incident Coordination Center (ICC) in Canberra had been activated, followed by major

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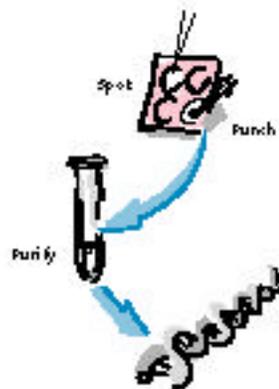
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incident rooms (MIR) in each capital city. The AFP had a major role in the coordinated whole-of-government response headed by the Department of Foreign Affairs and Trade (DFAT). Later that morning, General Da'i Bachtiar of the INP accepted an offer of support from Commissioner Keelty, and the AFP operation formally commenced.

An assessment team led by Federal Agent Graham Ashton, A.O., A.P.M.,¹ the AFP general manager for southern operations, was identified and deployed. This team included investigators, intelligence, crime scene, and DVI experts. The team was transported directly from Canberra to Denpasar by the Australian Defence Force (ADF) and joined other AFP officers already in Bali. Close liaison continued between the AFP and the ADF to move personnel and materials to Denpasar, enabling the AFP to provide a large-scale response to Bali very quickly.

The AFP members in Bali established a forward command post and commenced a massive operation to debrief the thousands of visitors expected to depart immediately from Denpasar Airport. This program successfully identified more than 7,300 people who were provided with a document to complete during the journey to Australia.

On arrival, teams of AFP and State and Territory police identified people with rel-

evant knowledge and obtained witness statements and other critical evidence such as films and video footage. More than 600 witness statements were obtained from this process.

Hospital liaison teams were formed to track the location of critically injured victims through the Australian medical system. These people were able to provide investigators with important evidence and accounts of the events of October 12.

AFP involvement included the provision of a joint financial investigation team (FIT) and the AFP's high-tech crime team. These efforts have also been supported internationally with officers from the FBI, the German Bundeskriminalamt, and the Dutch National Police all joining the investigation team in Australia.

The Metropolitan Police Antiterrorist Branch has also provided considerable assistance, including sending investigators to Canberra to provide investigative support and advice to the operation.

Forensic Investigation

A forensic MIR was established at the AFP laboratories in Canberra to coordinate the Australian forensic response to the bombings. In Bali, the AFP used mobile forensic capability to support the op-

eration and established within the forward command post facilities for crime scene investigation, bomb-data analysis, post-blast analysis, chemical and physical enhancement, fingerprint comparison, digital imaging, and photograph production. These facilities provided invaluable preliminary results for investigators and significantly reduced turnaround time for results to be processed.

The forensic MIR was responsible for establishing on site the Interpol international protocol on disaster victim identification (DVI). This protocol provides a standard for body identification in mass casualty incidents and specifies a five-step process to ensure that identification is carried out in a systematic and comprehensive manner. This ensures that bodies are not identified on simple visual identification alone.

A major operation was then undertaken to identify all victims of the attacks. This involved conducting hundreds of postmortem examinations in Bali, in addition to many more antemortem collections in Indonesia and Australia. Pathologists, radiologists, and odontologists in the identification process supported the DVI teams. Many of the professionals came from private practice and the ADF. Close cooperation with DFAT and independent contractors ensured that the DVI process was completed on February 14, 2003.

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An emergency amendment to the Crimes Act 1914, passed on October 23, 2002, enabled the use of Australia's Crim-Trac systems to compare DNA samples obtained in Bali and Australia, which assisted in timely comparisons.

The forensic MIR coordinated the activities of more than 200 Australian Federal, State and Territory police and medical and coronial personnel in Bali; this does not include personnel who travelled to Bali independently. Many more were involved in supporting the DVI process in Australia.

The forensic teams examined 46 separate crime scenes across Bali and two other Indonesian islands, Java and Sulawesi, and conducted several examinations in Australia. More than 2,900 forensic exhibits and samples were obtained in this process.

A small ceremony took place in Bali on March 2, 2003, to commemorate the finalizing of the identification process. During this quiet ceremony, attended by AFP representatives, Balinese authorities cremated the last unidentified remains and the ashes scattered in the ocean.

Arrests

With the support of forensic examination, the investigation progressed quickly. This led to the arrest by the INP of the first

suspect, Amrozi bin Nurhasyim (Amrozi), on November 5, 2002, and the subsequent identification of other suspects. A second joint INP and AFP investigation team was formed to pursue the remaining suspects, which led to the arrest of Imam Samudra and a number of other suspects on 21 November 2002. This was followed by the arrests of Ali Ghufron (Muklas) on December 4, 2002, and Ali Imron on January 12, 2003.

The total number of persons arrested in association with the Bali bombings stands currently at 36. Of the 33 charged and convicted before the courts, three have been convicted and sentenced to death; three have been convicted and sentenced to life imprisonment. The remaining 26 have been convicted and received sentences of imprisonment ranging from three to 16 years.

Family Liaison Officers

To support the survivors, witnesses and families of the victims, the AFP introduced a Family Liaison Program. Based on the successful program run in the United Kingdom (U.K.), a number of AFP officers were trained using U.K. expertise.

The aim of the program is to establish and maintain effective communication with the survivors, witnesses and families of victims of serious crime where the AFP is

involved in an investigative or coordinating capacity. Information sessions were conducted around Australia to communicate directly with survivors and families affected by the Bali bombings. Feedback from survivors and families who attended these sessions has been exceptionally favorable.

Family liaison officers provided an avenue for the flow of information to the next of kin and seriously injured victims of the Bali bombings. This involved personal calls, group meetings, and a regular update via the AFP Web site during the course of the trials.

A number of family liaison officers were deployed to Bali to help the victims and next of kin who travelled to Bali to attend the trials. The officers ensured access to the court when required, explained the processes and conduct of the hearing (through dedicated interpreters) and provided assistance to the next of kin. The feedback on this program has been extremely positive, and the AFP plans to make the family liaison officer program a permanent feature of its counterterrorism training schedule.

As a result of the Bali bombings the AFP maintains a team based in Jakarta that provides analytical, technical, and investigative support to the INP investigations team tasked with apprehending the suspects who remain at large.

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Marriott Terrorist Bombing

Soon the joint AFP/INP were searching for the perpetrators of the August 5, 2003, J. W. Marriott hotel bombing in Jakarta. This investigation has become part of the charter of the joint AFP-INP team. The team works closely with other foreign law enforcement representatives in Indonesia, particularly the FBI. The cooperation enjoyed between the AFP and FBI has proven to be a significant contributor to the Indonesian investigation.

About 12:45 p.m. on August 5, 2003, a bomb exploded outside the front foyer of the J. W. Marriott Hotel in the Menteng-Kuningan district of Jakarta. A Toyota Kijang entered the driveway of the hotel, stopped alongside the buffet restaurant, and exploded. A registration plate, believed to be that of the vehicle involved in the blast, was recovered.

At the request of the Indonesian government, the AFP immediately committed 23 personnel to assist the INP with the investigation, including experts on bombs, forensics, and intelligence.

Investigations confirm that the explosion was the result of a suicide car bomber. The hotel sustained extensive damage; 12 people were killed and 143 injured. Three Australians are known to have been in the hotel at the time of the attack, one of whom was injured in the blast.

The INP identified one body as that of a known member of Jemaah Islamiyah. AFP Forensic Services was supplied with blood samples from the man's family to compare with DNA from the body recovered from the bombing, and found a match. Forensic investigations at the bombing site concluded on August 16, 2003.

On October 29, 2003, the INP made two further arrests in association with the Marriott bombing investigations. At the time of their apprehension, both suspects were found to be in possession of improvised explosive devices (IED).

Based on information currently available to the AFP from the INP there are approximately 13 people in custody in relation to the Marriott Bombing for varying degrees of involvement. At present, the AFP has eight officers working in Indonesia as part of the joint investigation.

International Partnership

The Bali bombing and Marriott Hotel investigations highlight the importance of strong partnerships between international law enforcement agencies and the long-term benefits of cooperation. It is also worth noting the importance of an integrated team approach using all available experience in forensics, investigations, media, family liaison, and operation support.

¹ Editor's Note: These acronyms refer to Australian awards: A.O.—Order of Australia and A.P.M.—Australian Police Medal.

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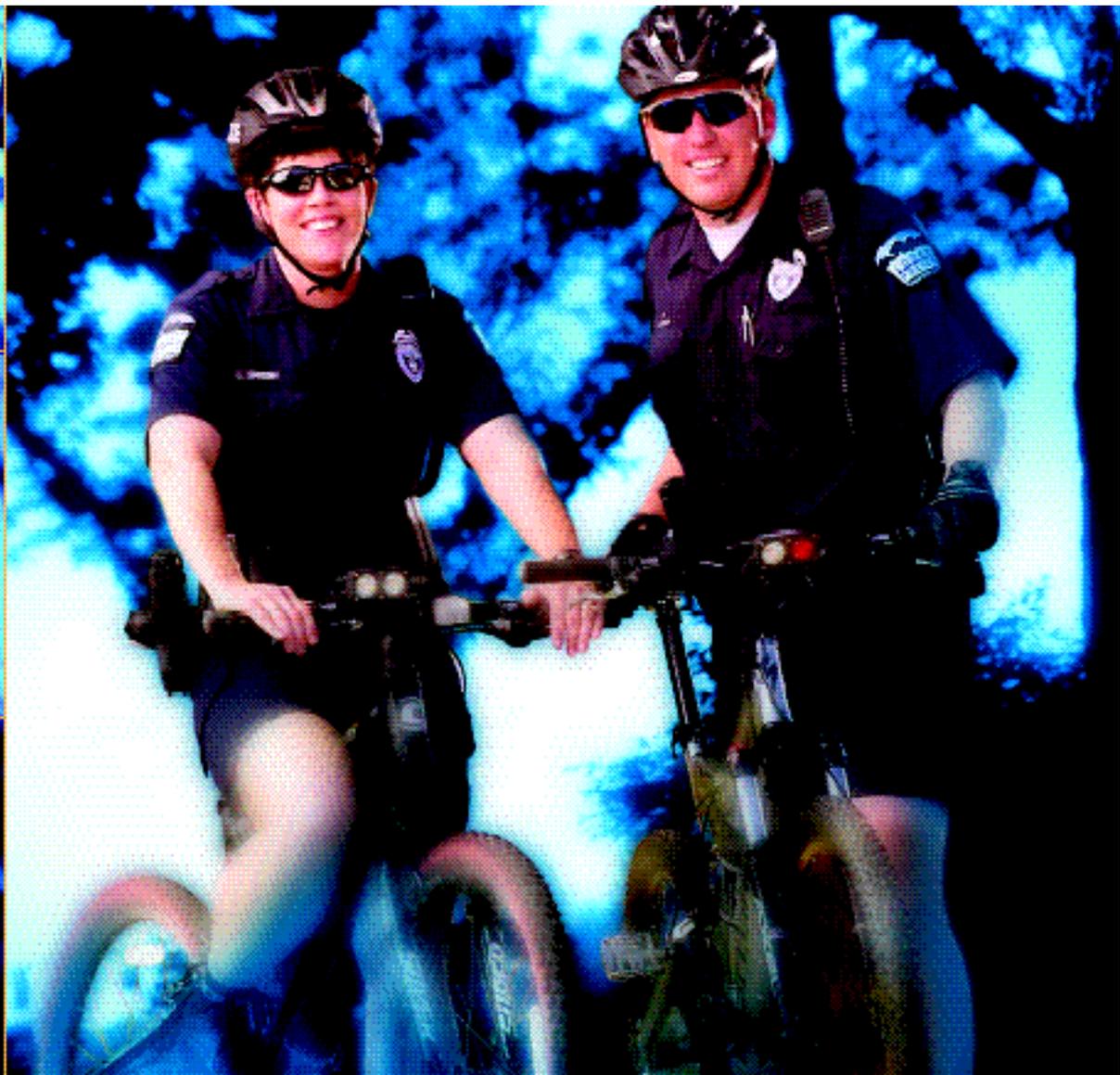
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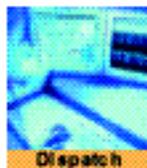
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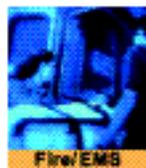
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Maintaining Traffic Patrols in the Face of Rising Energy Costs

**By Earl M. Sweeney,
Assistant Commissioner,
New Hampshire Department
of Public Safety, Concord,
New Hampshire**

Not since the oil embargo of several decades ago has U.S. law enforcement faced such a serious challenge from rising petroleum costs. The price of gasoline at the retail pumps has risen above \$2 per gallon, nationwide. And along with the increased cost of gasoline comes upward pressures in the price of other products based in whole or in part on petroleum consumption, including tires, motor oil and lubricants, heating fuel, and electricity, all of which will stress already tight police budgets.

Double-Digit Increases Are the New Norm

Typically, state and local police purchase their gasoline in bulk and are exempt from state and federal fuel taxes. In some rural areas, police cars may be fu-

eled at retail stations and the departments required to file rebate forms and claim tax refunds after the fact. The New Hampshire Department of Safety has recently experienced a 26.7 percent increase in the price of a gallon of gas deposited into our bulk tanks at headquarters and at the state police troop stations around the state. The price has risen from \$1.01 a gallon a few months ago to \$1.28 with our last delivery (May 2004). Because we use more than a half-million gallons of gasoline a year, this price increase leaves a six-figure hole in our fuel budget. Law enforcement agencies nationwide, from small agencies with one police car to highway patrols with a fleet of thousands of cars, are facing the same problem. Granted, some police managers can make up for some of the added fuel cost by transferring funds from other accounts, but few can absorb the whole increase this way. The prospect of receiving substantial budget increases in these days of looming government deficits is not bright.

Lesson Learned from 1970s

This leaves law enforcement agencies with basically two alternatives: drastically cut preventive patrols, or adopt more

fuel-efficient ways to do business. Past experience shows that when preventive patrols are cut, traffic crashes, including fatalities, increase, as do preventable crimes. Drastic cuts in patrol and such strategies as assigning two officers to formerly one-person units and limiting patrols to a restricted number of gallons of gas per shift should come as only a last resort, after all other alternatives have been tried and failed to plug the gaping hole in the department's budget.

Strategies some of us adopted during the oil embargo are applicable today. Many of these strategies can help agencies face down today's high fuel prices as well as they did then. The law enforcement executive needs to consider the implementation of these strategies now, before the fuel deficit makes a large budget impact.

Revise training programs. Police academy driver training programs for recruits, and in-service defensive driver or emergency vehicle operator programs for veteran officers, can be revised to include information on driving habits and strategies to conserve gasoline through more economical driving practices during routine patrols and for administrative assignments. These include such tactics as eliminating unnecessary idling, avoiding fast

acceleration when not on a call or trying to catch up to a violator, anticipating the need to apply brakes and slowing down well in advance, and driving within the speed limits.

Check tire pressure. Officers should be required to check tire pressures frequently and keep tires inflated to the manufacturer's recommended pressures.

Fill up when it's cool outside. Whenever possible, vehicles should be fueled in the early morning or late evening; when the fuel in the underground tanks is cool and less fuel loss occurs through evaporation.

Stress vehicle maintenance. Make sure whoever is responsible for maintaining the fleet faithfully schedules vehicles for tune-ups including new spark plugs, air filters, and emissions system checks.

Insist on supervisory oversight. Patrol supervisors should run comparative data on fuel consumption by individual officers and compare these with activity levels to be sure that officers are practicing the good driving habits that they have been taught. Supervisors should check patrol cars and ensure the drivers are maintaining adequate tire pressures.

Patrol smarter, not less. Driving around aimlessly is not necessarily the best way to patrol. More emphasis should be placed on directed patrol tactics, concentrating on locations where high numbers of crashes are occurring, sections of the beat with the highest incidence of crime or calls for service, and critical infrastructure that are potential targets for terrorism. Officers should be encouraged to park at least 15 minutes out of every hour, to watch a stop sign, traffic light, or no-passing zone for violators, a school bus stop, or in some other area where fixed surveillance can deter crime and crashes or produce other results.

Use aircraft. If aircraft are available, a small cadre of officers on the ground stopping speeding vehicles clocked from the air can result in more citations per gallon of gas, as well as turning up violators who are difficult or impossible to apprehend with ground units alone.

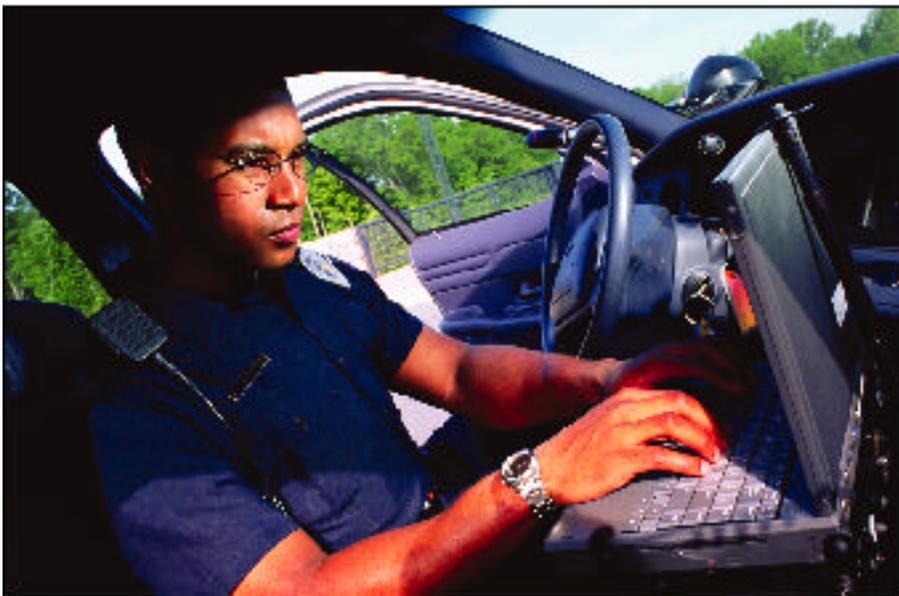
Make more use of stationary radar or lidar. Many of the most serious crashes occur on surface streets and rural roads, rather than on high-speed highways. Many of these locations are curvy and narrow, making it difficult to pull vehicles over. The old-fashioned two-officer radar details with one officer radioing ahead to a second unit to pull the speeder over in a safe location can enable you to run radar in areas where it would be otherwise impractical to do so.

Make better use of police motorcycles. Motorcycles consume far less fuel than patrol cars. Many departments have motorcycles more for ceremonial purposes than patrol. Properly deployed motor units can be used to plug the gaps in coverage that occur when there is a greater emphasis on stationary cruiser patrol to conserve fuel.

Solicit suggestions from the field. Share with the officers the problems the department is facing with fuel prices. They know from experience with their personally owned vehicles what the cost restraint the agency is facing. When they recognize the problem and realize that every extra dollar that is put into the gas tanks is a dollar that is not available for salaries, benefits, and better equipment, some of the most creative ideas may come from the men and women that are on the road doing the job every day.

Act Now, Not Later

Now is the time to come to grips with the high price of energy. It is not likely to come down in the near future. The law enforcement agency's governing body will be asking what plans are implemented to cope with the problem, and the chief will need to have good answers for them.



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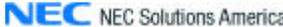
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111th Annual

Photo © Michele and Tom Grimm/LACVB

IACP Conference

Law Enforcement Education and Technology Exposition

LOS ANGELES CONVENTION CENTER, LOS ANGELES, CALIFORNIA



On-Site Registration Days: The 2004 on-site conference registration opens at 1:00 p.m. on Friday, November 12, and continues until noon on Wednesday, November 17.

Photograph Identification Conference Badges: If you preregistered for the 2004 conference, simply show the conference credentials you received in the mail and your photograph identification to pickup your badge holder.

If registering on site, each person will need to show photograph identification when registering.

Photograph identification must be displayed in a separate pouch in the conference badge holder: conference participants can use their own government-issued photo identification. The size of the badge holder window is 2.5 inches by 4 inches. Acceptable government-issued photo identification includes the following:

- Driver's license
- State issued identification card
- Work identification from local, state, or federal government

Conference Dates: Saturday, November 13, through Wednesday, November 17, 2004

Exhibit Dates: Saturday, November 13, through Monday, November 15, 2004

See you at the new IACP lounge!

Kentia Hall in the Los Angeles Convention Center

Visit the newest hot spot at the annual IACP conference—the IACP Lounge!

It's a one-stop shop for all attendees!

- Register for the conference and get a delegate gift bag and conference program to plan your conference activities!

- Network with old friends and meet new ones. A perfect meeting place for your companions and special guests, too!

- See my L.A.! Come visit the Los Angeles information booth and take advantage of all the materials available to you: L.A. Now visitor's guidebook, maps, and discount passes to local stores, attractions, and restaurants. We can make restaurant reservations, too!

- Come to the Companion Meeting Place to pick up a companion bag from the Los Angeles welcoming committee, meet old friends, and make new friends in the lounge areas, have lunch and make dinner reservations, plan tours, shopping and sightseeing adventures, use the Internet café to stay connected

to home and work, and meet companions before attending workshops and general assemblies together.

- Stay connected at the Internet Café. Check e-mail, surf the Web, and stay connected with the office and home. This service is sponsored by CRISNet.

- Make plans. Purchase your banquet tickets, register for the 5K Benefit Run directly benefiting the Law Enforcement Torch Run for Special Olympics, and schedule special Los Angeles tours and other conference events.

- Buy conference souvenirs and IACP logo merchandise (such as polo shirts, golf shirts, even T-shirts). Find something special to remember the conference by, and get gifts for those at home.

- Discover IACP membership benefits at the IACP Programs and Services Booth. Infor-

mation and staff will be available to explain how our many projects and programs can help you in your daily work. From research results to testing services, volunteer programs, and special interest sections, more IACP resources are available than you ever thought possible.

- Relax in the IACP Lounge after a long day of attending workshops and the exhibit floor. Stop by for a free massage to help you unwind. Freshen up, rest a few minutes before networking throughout the evening. Sponsored by LexisNexis.

- Eat in the IACP Lounge, where you'll find food and beverages available for purchase at the various stations for breakfast and lunch. There's no need to leave the convention center during the day for food.

111TH BANQUET TICKETS AVAILABLE

**BANQUET SPONSORED BY ANHEUSER-BUSCH
WEDNESDAY, NOVEMBER 17, 2004**



Banquet Tickets Available

TICKETS ARE \$45 PER PERSON

Join us for the 111th IACP Annual Conference Banquet at the Westin Bonaventure Hotel. Conclude the annual conference with this black-tie-optional event (business suits are appropriate) featuring the swearing-in ceremony of the president and the board of officers. Live entertainment follows the meal and the official program. Tickets are sold on a first-come, first-served basis and are limited.

To order tickets, visit www.theiacp.org or contact Juanita Ward at 1-800-THE IACP, ext. 380; Email: ward@theiacp.org

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At this year's educational sessions you will hear from expert instructors and experienced police executives as they tackle the issues facing today's law enforcement leadership. And you will find yourself sharing insights and ideas with your peers from around the world at every opportunity.

Plenary Sessions

- Gangs
- Policing in an Emerging Democracy: Post-Hussein Iraq
- Terrorism Early Warning Group
- Tactical Operations Capabilities Demonstration
- CompStat

Open Forums

- Intelligence-Led Policing: What Is It? And Can It Work?
- Current Issues in Homeland Security

Smaller Agency

- Strategic Planning
- Grant Writing and Resource Development
- Budgeting: Making the Numbers Work
- Maneuvering Successfully in the Political Environment
- Mentoring for New Police Chiefs
- Smaller Agency Response to Major Crime Incidents

IACP Technology Institute

- Information Technology Standards
- IACP Excellence in Technology Award Winner Showcase
- Overcoming the Challenges of Implementing and Managing Technology
- Information Security Strategies
- Federal Technology Initiatives and Funding Opportunities
- Wireless Data Communication Trends and Options

Workshops: Design your own educational program by attending various workshops. Expert panelists who enjoy interactive presentations with audience participation lead the workshops. At all workshops you will hear from expert instructors and experienced police executives as they tackle the issues facing today's law enforcement leadership. Cer-

tificates of attendance for the workshops will be available on site and after the conference.

- The Leadership Role in Reducing Organizational Resistance
- What Do They See when They See You Coming? Factoring Perception into Your Leadership Equation
- Keeping Good People Good
- Why Law Enforcement Managers Fail to Make an Impact: The Necessary Skills and Systems to Build Effective Leaders
- Fitness-for-Duty Evaluations: The Doctor vs. the Lawyer
- 7-Habits of Highly Effective Law Enforcement Professionals: Developing Your Leaders and Delivering Results
- Gay, Lesbian, Bisexual, and Transgender Police Officers: The Chief's Perspective
- Integrated Approaches to Combating Identity Falsification
- School Safety: Problems, Trends, and Solutions
- When the Shooting Stops
- IACP Police Pursuit Database: Findings and Responsibilities
- Bomb Arson Tracking System (BATS)
- The Trauma of Law Enforcement Death
- The Geographic Profiling of Property Crimes
- National Incident Management System
- Athens Olympic Security Workshop
- Terrorism Vulnerability Assessment
- Personal Protective Equipment: Facing the Issues and Meeting the Challenge
- Leadership during an Internal Crisis: Domestic Violence in the Department
- Personnel Needs: Collaborative Approaches to Recruitment and Selection
- Truth or Consequences: Dealing with the Deceitful Police Officer
- Local Law Enforcement's Role in Human Trafficking
- Enhancing Trust between Police and the Latino Community
- Getting the Best Results from In-Car Camera Systems
- Policing after September 11: Managing the New Realities
- Solutions for Safer Traffic Stops

IACP Membership Sections Track Programs

- International Managers of Police Academy and College Training
- Legal School: Law That Police Chiefs, Officers, and Lawyers Need to Know
- Legal Officers Track

- Police Physician Track
- Police Psychologist Track
- Public Information Officer Track

Los Angeles Host Agencies Education Track

- Breakthrough Technology for the 21st-Century Patrol Car
- Building a More Respectful and Respected Organization: *Bouman v. Baca*
- Police Reform: The LAPD and the Federal Consent Decree
- Los Angeles Regional Tactical Communications Systems
- SWAT Team Liability: Is California Setting a National Model?
- Conflict Resolution in the Law Enforcement Organization
- Terrorism Today
- Commitment to Community and Country: Surviving Activation, Deployment, and Repatriation in the 21st Century
- Contemporary Internal Affairs Issues
- Flexing Your NIBIN Benefits
- Everyone Wins: A Constructive Approach to Civilian Oversight
- Olfactory Passive Environmental Nuisance (OPEN) Programs



Visit www.theiacp.org for workshop descriptions and presenters.

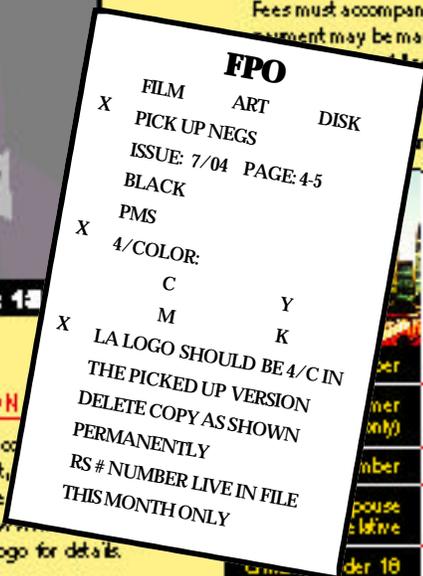
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2004
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NOVEMBER 13-15

LIGHTS... CAMERA... REGISTRATION!

2004 REGISTRATION FEES

Fees must accompany the registration form; payment may be made by check, credit card or cash. Registration fees will be accepted and must be drawn on a U.S. bank account. All payments will be processed at the Los Angeles Convention Center in U.S. funds.



	On or Before September 8, 2004 (Advance registration)	AFTER September 8 @ 2:00 PM (On Site Only)
Member	\$25	\$00
Member (only)	\$170	\$25
Member (household relative)	\$75	\$475
Household relative	\$100	\$125
Under 18	FREE	FREE
Exhibit Hall Pass for Law Enforcement Personnel	FREE	FREE
Day Pass for Law Enforcement Personnel	\$50	\$50

Registration confirmations and conference badges will be mailed separately. If you have not received your confirmation and badge by November 1, please call the annual conference registration staff at 1-800-THE-IACP.

CANCELLATIONS AND TRANSFERS

All cancellations must be made in writing and sent to IACP Conference Registration by mail (515 North Washington Street, Alexandria, VA 22314 USA), fax (703-696-4548) or e-mail (con@2004@theiacp.org).

For cancellations postmarked or fax- or e-mail-dated on or before October 22, registration fees will be refunded less a \$50 service charge; cancellations postmarked or fax- or e-mail-dated between October 23 and November 11 will be assessed a \$75 service charge. No refunds will be made for cancellations postmarked or fax- or e-mail-dated on or after November 12. With appropriate written justification, a 50 percent refund may be issued for cancellations postmarked or fax- or e-mail-dated on or after November 12.

Registration may be transferred to another person in the registrant's organization by written request to IACP prior to October 25, 2004. After this date, all changes must be made on site. Additional charges may apply.

ON-SITE REGISTRATION

On-site registration will open Friday, November 12 at 1:00 p.m. at the Los Angeles Convention Center, 1201 South Figueroa Street, Los Angeles, California, USA.

MEMBERSHIP

If you wish to join IACP you may submit a membership application along with the advance registration form and take advantage of the First Timer member registration rate. All members attending their first conference save 25 percent off their registration by using the First Timer registration category.

A membership desk will be open on site during registration hours. You may join IACP, renew your membership, obtain a replacement membership card or make any changes to your record. Membership dues are \$100 (U.S.) annually.

DAY PASS FOR LAW ENFORCEMENT PERSONNEL

Can't attend the entire conference—but don't want to miss out on workshops, exhibits and networking? Register for a \$50 Day Pass for Law Enforcement Personnel. Good for one day of your choice, the Day Pass for Law Enforcement Personnel will give you entry to the exhibits, general assemblies and all the educational sessions on that day. Sworn and civilian law enforcement employees are eligible and non-members are also welcome. Each delegate may register for only one Day Pass. Tickets to the Host Chief/Sheriff's Night and the annual banquet must be purchased separately.

FIRST TIMERS

IACP extends a special invitation to all members who have not attended previous conferences. Come this year, and find out what you've been missing! We're offering a special rate only for IACP members who have never attended an annual IACP conference before. See what thousands of your colleagues enjoy every year—including the chance to network with each other. IACP members attending for the first time pay \$170 in advance and \$25 on site. This is a savings of 25 percent!

EXHIBIT HALL PASS FOR LAW ENFORCEMENT PERSONNEL

Sworn officers and civilian employees of law enforcement agencies can register in advance or on site for complimentary access to the exhibit hall. To qualify for this three-day exhibit hall-only pass, the recipient must work for the government or law enforcement agency and will be required to show their credentials upon arrival. This pass is perfect for individuals whose duties involve evaluating, recommending or purchasing law enforcement equipment. Pre-registered individuals will receive their credentials in the mail and can pick up the badge holder on site at one of the Badge Holder Pickup counters. On-site registration will also be available.

CONFERENCE HOUSING

Book your hotel room online at www.theiacp.org or call 877-IACP-123.

GENERAL INFORMATION

Complete information about our annual conference, including the annual banquet, Host Chief/Sheriff's Night and workshops, will be available on the conference Web site soon. Visit www.theiacp.org or click the annual conference logo for details.

Full registration to the 11th Annual IACP Conference is limited to IACP members, their guests, and exhibitors. Admittance to program activities is by IACP conference badge and ribbon; activities are not open to the general public. Pre-registered U.S. and Canadian delegates will receive their conference badges by mail. They must bring their conference badges to the convention center to pick up their badge holder, ribbons and a program at the badge holder pick-up counter. International delegates must pick up conference credentials at the international booth in delegate registration.

Exhibitors must not use the attached registration form. An exhibitor registration form will be mailed in the exhibitor kit in July.

ADVANCE REGISTRATION

To take advantage of discounted registration fees, complete the attached registration form and return to IACP with payment THROUGH SEPTEMBER 8, 2004. Beginning September 9, 2004, the exhibit hall pass and credit card registrations will be accepted on line ONLY and higher registration fees will apply.

MAIL OR FAX FORMS: IACP accepts either mailed or faxed forms. Please attach a check or government purchase order or complete the credit card information when mailing your form. If paying with a credit card, please complete the credit card information and be sure to sign the authorization line. Do not mail and fax your credit card information as charges may be duplicated.

ONLINE REGISTRATION: To register on line using a credit card, go to the IACP Web site at www.theiacp.org and click the annual conference logo. Once we receive your on line registration, we will send an e-mail confirmation to you.

ANNUAL IACP CONFERENCE ADVANCE REGISTRATION FORM

Los Angeles, CA, USA | November 13-17, 2004 | DISCOUNTED ADVANCE REGISTRATION DEADLINE: September 8, 2004

NO REGISTRATIONS WILL BE PROCESSED UNLESS ACCOMPANIED BY PAYMENT IN FULL.

CHECK ONE:

FIRST TIME ATTENDEE?

IACP Member, Membership Number _____ Yes No

Nonmember, Guest of _____

REGISTRANT'S INFORMATION

Full Name _____

First Name for Badge _____

Title _____

Agency/Organization _____

Mailing Address _____

City _____ State _____

Zip/Postal Code _____ Country _____

Phone _____ Fax _____

E-mail Address _____

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

SPOUSE OR RELATIVE (complete duplicate registration form if using different method of payment)

Name(s) _____

Children (Under 18) Name(s) _____

CHECK/AF PROPRATE REGISTRATION TYPE:

<input type="checkbox"/> IACP Member	\$225
<input type="checkbox"/> First Time (IACP Member Only)	\$170
<input type="checkbox"/> Nonmember Guest	\$375
<input type="checkbox"/> Spouse and/or Relative	\$100
<input type="checkbox"/> Children under 18	FREE
<input type="checkbox"/> Exhibit Hall Pass for Law Enforcement Personnel	FREE
<input type="checkbox"/> Day Pass for Law Enforcement Personnel	\$50

CHECK ONE ONLY

- Saturday, November 13 only
 Sunday, November 14 only
 Monday, November 15 only
 Tuesday, November 16 only
 Wednesday, November 17 only

TOTAL \$ _____

PLEASE COMPLETE THE FOLLOWING QUESTIONS. The information is being requested to enhance IACP's planning and marketing efforts. It will not be provided to any external individual or organizations except in summary form.

1. How many sworn officers in your agency?

- A. 1-5 C. 16-25 E. 50-99 G. 250-499 I. 1,000 & above
 B. 6-15 D. 26-49 F. 100-249 H. 500-999

2. What is the approximate population of your city or jurisdiction?

- A. Under 2,500 C. 10,000-49,999 E. 100,000-249,999 G. 500,000 & above
 B. 2,500-9,999 D. 50,000-99,999 F. 250,000-499,999

3. What best describes your function or assignment?

- A. Administration D. Patrol/Investigations/Tactical G. Fleet Management
 B. Field Operations E. Communications H. Purchasing
 C. Information Technology F. Training I. Other (please specify) _____

4. What best describes your purchasing authority?

- A. Approve purchases C. Develop specifications for purchases E. End user only
 B. Evaluate & recommend purchases D. Make suggestions to others

Use this form to save on registration fees. Register until September 8. Beginning September 9, only online registrations will be accepted.

PAYMENT

TOTAL FOR FORM \$ _____

CHECK. Make checks payable to IACP (U.S. dollars, drawn on U.S. banks only) and mail full payment (no cash) with completed form to:
IACP CONFERENCE REGISTRATION, P.O. BOX 90976, WASHINGTON, DC 20090-0976 USA

PLEASE CHARGE MY CREDIT CARD: American Express Discover MasterCard Visa

Acct. Number _____ Exp. Date _____

Cardholder's Name _____

Cardholder's Address _____

City/State/Zip _____

Signature _____

PC04

IACP USE ONLY

FAX COMPLETED FORM WITH CREDIT CARD AUTHORIZATION to 708-696-4549.

Do NOT mail and fax your credit card information—charges may be duplicated.

MAIL PURCHASE ORDER ALONG WITH FORM TO IACP Conference Registration, 515 North Washington Street, Alexandria, VA 22314-2357 USA.

REGISTER ON-LINE at www.theiacp.org, click the annual conference logo.

The 111th Annual Conference of the International Association of Chiefs of Police will convene Saturday, November 13, through Wednesday, November 17, at the Los Angeles Convention Center, 1201 South Figueroa Street, Los Angeles, California, 90015 USA (www.lac-clink.com).

The annual IACP conference is a working conference that provides unparalleled opportunities for law enforcement professionals to

- attend quality education sessions,
- network with high-ranking officials, experts, and peers, and
- examine the latest in technological developments.

To assist attendees, this Insider's Guide will provide useful information and tips for planning your conference experience. To stay up-to-date about the events at the conference, visit the IACP Web site at www.theiacp.org. Updates are posted frequently.

Registration Categories

Besides the registration categories for members, guests, spouses and relatives, there are three special registration categories to fit special circumstances and to enable the member to receive the most benefit from the conference for their department.

Day Pass for Law Enforcement Personnel: Can't attend the entire conference—but are able to attend for a day? Don't miss out on informative education sessions, the leading technology and products at the exposition, and countless networking opportunities. Register for a One-Day Pass for \$50. Good for the day of your choice, the One-Day Pass will give you entry to the show floor, general assemblies, and educational workshops. (The One-Day Pass does not allow entry into Host Chief and Sheriff's Night event or the annual banquet).

First-Timers: IACP extends a special invitation to all members who have never attended previous conferences. Come this year and experience what you've been missing! We're offering a special rate only for IACP members who will be attending the 111th Annual IACP Conference as their first conference. See what thousands of your colleagues enjoy every year, including the chance to network with each other. IACP members attending for the first time pay \$170 in advance and \$225 on site. This is a savings of 25 percent from the member registration fee.

Exhibit Hall Pass for Law Enforcement Personnel:

Sworn officers and civilian employees of law enforcement agencies can register in advance or on site for complimentary access to the exhibit hall. To qualify for this three-day exhibit hall-only pass, the recipient must work for the government or law enforcement agency and will be required to show their credentials upon arrival.

This pass is perfect for individuals whose duties involve evaluating, recommending or purchasing law enforcement equipment. Preregistered individuals will receive their credentials in the mail and can pick up the badge holder on site at one of the Badge Holder Pickup counters. On-site registration will also be available.

First-line and midline supervisors are invited to register in advance for the exhibit hall pass, which allows access to the exhibit hall to see firsthand all of the cutting-edge products and services available to law enforcement. Pre-registered line officers will receive their credentials in the mail and can pick up the badge holder on-site at one of the badge holder pickup counters.

Reserving Your Hotel Room

Using the official IACP housing bureau, Travel Planners Incorporated, is the easiest way to make hotel reservations for the conference and also the most flexible and timesaving. Reservation deadline is October 15, 2004. After that date, every effort will be made to accommodate requests, subject to hotel availability and rates. As with all conference and business travel, reservations require a first night's deposit payable by credit card or check. To reserve your hotel room today

- call Travel Planners Incorporated toll-free in the United States at 877-IACP-123 or 212-532-1660 outside the United States, or
- book online at www.theiacp.org.

International Delegates

There will be a separate registration desk for all international delegates who have registered in advance or are registering on site. At this special international booth, located near the registration areas, delegates can pick up simultaneous interpretation receivers and invitations to special functions or relax with their peers in the International hospitality room. Simultaneous interpretation of the opening ceremonies, general assemblies, and selected workshops will be provided in Spanish, Portuguese, and French. There will

be a sponsored luncheon for all international delegates on Monday, November 15. Visit the international booth for details.

First-Timer's Orientation

Saturday, November 13, 10:30 a.m.

This special session gives newcomers a head start on conference success. You'll learn how to make the most of all the exceptional opportunities the conference has to offer—from the exhibits hall to cutting-edge educational sessions and networking events with thousands of law enforcement officials from around the world! The orientation also provides a general overview of IACP, its programs, and how to be an active IACP member. The session concludes with a brief mixer.

New Chiefs Mentoring Support

Saturday, November 13, 2:00–4:00 p.m.

First-year chiefs from smaller departments (those that have fewer than 25 sworn officers or serve a community of fewer than 25,000 persons) are eligible to participate in the IACP New Chiefs Mentoring Project. New chiefs are matched with experienced chiefs who can provide assistance with leadership, management, organizational, and other issues at the conference and beyond. Chiefs attending the mentoring sessions will receive a copy of the IACP Police Chief's Desk Reference.

Companions

Companions are an important and welcome part of the annual IACP conference, and they will treasure the L.A. experience. For the conference experience to be pleasant and valuable for companions, information like this Insider's Guide needs to be shared with the companion.

The most important reason for registering companions is to help them participate in as much of the conference as they choose. The companion badge allows access throughout the convention center and other conference venues. Registered companions are able to attend the opening ceremony and the general assemblies. View the exhibits and register for prizes and drawings. Attend workshops of interest. Be welcome at various receptions and hospitality event. Enjoy the Host Chief and Sheriff's Night at Universal Studios—Hollywood Theme Park. Ride the conference shuttle bus transportation system, socialize with the other companions and accompany their companion through the conference.

The registered companion will also have access to the IACP Lounge where in one con-



ONE BADGE STANDS BEHIND THE REST.

For any other automotive company, showing its logo among respected police shields would be presumptuous. But then again, no other automotive company represents 80% of the police cars sold.* Just witness the Ford Crown Vic Police Interceptor in action to understand why. Its 250-hp V8 Police Engine and Rear-Wheel Drive give it outstanding performance. Plus, with a body-on-frame design that's heavy-duty constructed, it's especially durable. Then there are the Ford Explorer and Expedition to provide top-notch specialty backup. Ford. It has almost become the law.

*Based on R.L. Polk registration data from 1999-Apr. 2004 M/T/D.
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See us at booth 2337

venient spot they can pick up the special gift from the Los Angeles welcoming committee, use the Internet café, meet and network with new and old friends, relax between events and activities, have lunch and make dinner reservations, receive discount passes to local stores, attraction and restaurants, buy souvenirs and enjoy a free massage.

Packing for the Conference

All but two official conference event will be held indoors, and bus transportation will be provided to all conference-wide events. Here's what to bring:

- Business casual attire for conference activities
- Comfortable shoes (you will do a lot walking during the week)
- Casual clothing for Host Chief and Sheriff's Night
- Tuxedo (or business suit and tie) for the black-tie-optional annual banquet
- Your official police uniform for Uniform Day, Monday, November 15 (cap or hat optional; carrying of weapons in the convention center is not permitted)
- A light jacket or sweater
- Government-issued photo ID (drivers' license or department credentials) for display in the conference badge holder

Getting There

Discounted Airfare: Use the following codes and toll-free numbers to book your airline reservations at your own convenience, any time of the day:

United Airlines

Meeting ID Code 515ST

(800) 521-4041

Delta Air Lines

Meeting ID Code DMN204678A

(800) 241-6760

Driving: Set your sights on the Los Angeles Convention Center, 1201 South Figueroa Street, Los Angeles, California 90015. The convention center is conveniently located at the intersection of the Santa Monica Freeway (10) and the Harbor Freeway (110). Ample parking surrounds the convention center. For detailed driving directions visit www.lacclink.com/general.

Remember, once there, attendees will not need a car, as IACP provides bus shuttle service from all official hotels to the convention center and other official conference events.

Getting Around

IACP provides continual complimentary shuttle bus service throughout the conference. Buses will run from one hour before until one hour after official conference hours from Saturday, November 13, 2004, through Wednesday, November 17, 2004. Buses will pick up attendees from conference hotels and drop them off at the entrance to the convention center. Signs at the hotels indicate where and when to catch your shuttle.

Planning Your Schedule

Watch the conference schedule grow throughout the coming weeks by visiting the IACP Web site at www.theiacp.org. The complete conference program will be available online in mid-October.

General Assemblies

Opening Ceremony/Ribbon Cutting: Saturday, November 13, 9:00 a.m. - 10:00 a.m. Entertainment and welcoming remarks by dignitaries will start the 111th Annual IACP Conference, a Law Enforcement Education and Technology Exposition. Chief William J. Bratton and Sheriff Leroy D. Baca welcome the delegates to the conference. Special Olympians representing the Law Enforcement Torch Run will have a role in the ribbon cutting and the opening of the exhibit hall.

Do not miss the opening ceremony; plan to register on Friday afternoon or at 8:00 a.m. on Saturday morning. Only full-badge attendees will make it past the security line to the opening ceremony.

Uniform Day—First General Assembly: Monday, November 15, 10:00 a.m.

Keynote addresses made in front of the association's spectacular visual display of uniforms from around the world. All police officials are asked to wear their department's uniform. (The cap or hat is optional). No firearms or weapons can be carried into the convention center.

Second General Assembly: Tuesday, November 16, 10:00 a.m. Invited keynote speakers at the 2004 general assemblies are Attorney General Ashcroft, FBI Director Mueller, and Homeland Security Secretary Ridge.

Business Meeting: The opening ceremony and the two general assemblies are designated official business sessions. There will be no separate business meeting.

The events that usually occur during the separate business meeting are incorporated into these sessions. The opening ceremony

will include the Memorial Committee report of the IACP members who passed away since the last conference. The first general assembly will feature remarks by candidates for office and the report of the Elections Commission. During the second general assembly the vice president-treasurer and the Resolutions Committee will report to the membership. During the annual banquet on Wednesday, the association will officially recognize the work of the host chief, the host sheriff, and their departments.

Networking

The conference provides unmatched opportunities for networking with colleagues from similar departments who may have solutions to the law enforcement problems you are facing. Host Chief and Sheriff's Night on Sunday is a wonderful opportunity to network in a relaxed environment.

Networking Tips

- Bring plenty of business cards.
- Check the days, times, and locations of receptions where you can meet with like-minded professionals.
- Talk to the host at receptions and you will find yourself in conversations with national policy makers and corporate chief executive officers.
- Remember: speakers, officials, and peers are attending the same events to meet and talk with you.
- Visit state hospitality suites to socialize and discuss crucial issues with peers.
- Purchase luncheon and breakfast meeting tickets for access to informal networking opportunities.
- Write down contact information for every new acquaintance. When you return home, enter the information into your contact list.
- After the conference, send to each new acquaintance a note, along with an agency patch or pin, to cement your relationship.

Education Tips

- Plan ahead. Maximize your educational experience at the conference by identifying educational opportunities that address specific personal or agency needs. Details about the educational sessions are published in the *Police Chief*, on the Web site (www.theiacp.org), and in the final conference program. The program-complete with times-will be available on the IACP Web site by mid-October.

- Coordinate schedules with colleagues attending from your agency or nearby agencies to make sure you can attend the greatest number of workshops. You may wish to attend the workshops together for further discussion back home, or you may wish to split up the workshops and then review the points with your colleagues.

- Be sure to obtain an audiocassette or CD, available for an additional fee at the NAC Cassette and CD sales booth, of selected workshops you are unable to attend.

Uniform Day

On Uniform Day, Monday, November 15, during the first general assembly, the conference will celebrate the association's diversity and internationalism with a spectacular visual display of law enforcement executives wearing their uniforms. All police officials attending the first general assembly (10:00 a.m.-11:30 a.m.) are asked to wear their department's dress uniform. The wearing of a cap or hat is optional. No weapons are allowed in the Los Angeles Convention Center.

THE LAW ENFORCEMENT EDUCATION AND TECHNOLOGY EXPOSITION

Make the most of your time in the world's largest law enforcement education and technology exposition by planning your time and by bringing your department's purchasing agent and other officers from the department to help examine the new products and technology. Within the exhibit hall, there are three pavilions on the show floor to help you locate specific companies you need to see:

- Weaponry
- Vehicles and Vehicle Accessories
- Communications/Computer/Information Systems

A map of the exhibit hall and a list of exhibiting companies and their booth numbers will be available at the convention center during the conference and before the conference on the IACP Web site at www.theiacp.org.

Exposition Tips

Before the conference

- Review the list of exhibitors at www.theiacp.org.
- Determine needs and list the items you should examine.

- Build your own itinerary using the Web site.
- Study the advertisements in *Police Chief* magazine.
- Decide if anyone will accompany you (buyer or other department personnel).

At the Conference

- Review the Exposition Official Show Floor Plan to determine if any last-minute changes occurred.
- Plan to take two trips through the exhibit halls—one to identify exhibitors you want to talk to, another to meet with exhibitors and collect product literature.
- In the event you leave the exhibit halls before completing the circuit, mark the spot where you stopped on your map so you'll know where to start again.
- Allow the exhibitor to scan your nametag for their lead retrieval data bank and this will expedite information gathering at the booths.
- Make the most of the face-to-face meeting. Get to know the exhibitor and let the exhibitor get to know your needs. Good marketing people will steer you to others if they cannot meet your needs.
- Be frank and discuss the real application of a product to your need.
- Plan to carry a lot of product literature with you. The exhibitor materials are important to you and you will need them in the future.
- Schedule a demonstration or arrange for a bid to evaluate the product back home.
- Allow time to discover new products and services at exhibits that are not on your list of must-see exhibitors.

After the Conference

- You will want to implement ideas and share what you've learned at the conference with your staff and colleagues. Here are some tips:
- Pass along the information you received from educational sessions.
 - Pass along the exhibit information.
 - Use transcripts or tapes of the educational sessions as training tools in staff meetings and during in-service, roll call, and other training sessions.
 - Share with others how the conference helps you grow as a law enforcement executive.

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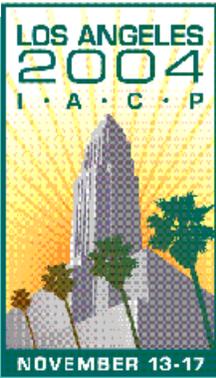
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11th Annual IACP Conference

111th Annual IACP Conference and Law Enforcement Education and Technology Exposition

LA/IACP 2004 5K BENEFIT RUN

Co-Hosted by
 Los Angeles Police Chief William J. Bratton &
 Los Angeles County Sheriff Leroy D. Baca

Take in the sweeping beauty of the California coastline while running along the majestic Dockweiler State Beach. This stunning playground consists of a wide, white-sand beach that extends three-miles between Playa del Rey and El Segundo, California

Sunday, November 14, 2004
Dockweiler State Beach, Playa del Ray, CA

Check In: 6:00 AM
Start Time: 8:00 AM
Registration Fee: \$25.00
Race Categories: 17 years of age & younger
 18 to 39 yrs. of age
 40 to 49 yrs. of age
 50 to 59 yrs. of age
 60 to 69 yrs. of age
 70 yrs. & over

Name: _____
 Sex: Male Female Age: _____
 Agency: _____
 Address: _____
 City: _____ State: _____ Zip: _____
 Phone: _____ Fax: _____
 E-mail: _____
 Participant's Signature: _____
 Parent's Signature: _____
 (if participant is under 18 years of age)

Registration Fee \$25.00

Please Make Checks and Money Orders Payable to "LA/IACP 2004 FUND."
 Payment should be included with your race registration form.

Mail Registration & Payment to:

LA/IACP 2004 5K Benefit Run, Attn: Run Coordinator Attn: Run Coordinator
 725 S. Figueroa, Suite 960 Los Angeles, CA 90017

For Transportation Information visit <http://www.laiacp2004.org>

This run will directly benefit the Law Enforcement Torch Run for Special Olympics Southern California.
 For additional information and to make a donation visit: www.torchrun.net

111th Annual IACP Conference and Law Enforcement Education and Technology Exposition

LA/IACP 2004 GOLF OUTINGS REGISTRATION FORM

Please indicate your golf selection

Availability is limited and will be issued to first entries and registration fees received. If the course you selected is full, you will be notified and requested to select another day or outing.

California Country Club
 Monday, November 15, 2004
 Check-in time: 7:30 a.m.
 Shot Gun Start: 9:00 a.m.

Brookside Country Club
 Tuesday, November 16, 2004
 Check-in time: 7:30 a.m.
 Shot Gun Start: 9:00 a.m.

Tierra Rejada*
 Wednesday, November 17, 2004
 Check-In Time: 6:30 a.m. Golf
 Shot Gun Start: 8:00 a.m.

**includes post-golfing tour of the Ronald Reagan Library*

Fees: \$120.00 per outing
 Fee includes deluxe gift bag, golf cart, range balls, snacks, beverages, and lunch.

• I will need to rent golf clubs. • Fees: \$20-\$30 per set of clubs
 Yes Right _____
 No Left _____

Proper Attire: Golf clothing—golf shirt, soft spikes, golf shoes
 Transportation will be provided to and from all Courses.

Name: _____
 Agency: _____
 Address: _____
 City: _____ State: _____ Zip: _____
 Phone: _____ Fax: _____
 Email: _____
 Sex: Male Female Shirt Sized: _____
 Participant's Signature: _____

Payment by check or money order must accompany your registration form.

Please make check payable to: LA/IACP 2004 Fund
 Mail to: LA/IACP 2004 Golf Outing
 725 S. Figueroa St., Suite 960
 Los Angeles, CA 90017
 Attention: Golf Coordinator

Questions or Information: Deputy Mike Gurrola, (323) 980-2283

Host Chief and Sheriff's Night

Sunday, November 14, 7:00 p.m. - 11:00 p.m.

Chief William J. Bratton and Sheriff Leroy D. Baca will cohost a fun-filled evening at Universal Studios—Hollywood Theme Park from 7:00 p.m. to 11:00 p.m., for all delegates and exhibitors with full conference registration.

Arrival at the red-carpet entrance leads into the theme park, where you can experience the world-renowned behind-the-screen "Studio Tour" and feast on a wide variety of food and beverages from Universal's eateries. Don't miss the incredible Chocolate Fountains, where you can dip your favorite snack treat into the dipping pool. Experience, too, the groundbreaking attractions such as "Shrek 4-D," "Jurassic Park: The Ride," "Terminator 2: 3-D," and Universal's newest attraction, "Revenge of the Mummy: The Ride."

Please remember, the Los Angeles Host Departments provide security for events and conference attendees shall not carry weapons to Universal Studios—Hollywood Theme Park.

Hall of Heroes Memorial Service

**Sunday, November 14, 11:00 a.m.
Convention Center, West Hall B**

IACP Conference 2004 is proud to present this moving tribute to memorialize officers who have made the ultimate sac-

rifice. Officers from the United States, Canada, and countries around the world, who have died in the line of duty since January 1, 2004, will be remembered during this very special tribute. Please plan to join Los Angeles Police Chief William J. Bratton, Los Angeles County Sheriff Leroy D. Baca, and other invited guests to honor our fallen heroes.

Golf Outings

So many courses . . . so little time! LA/IACP 2004 has made arrangements with three of the finest courses in Los Angeles County. Choose the best day for your schedule:

- Monday, November 15, 2004: Golf at the California Country Club (private); tee time is 9:00 a.m. (shotgun start); check-in time is 7:30 a.m.
- Tuesday, November 16, 2004: Hit the links at Brookside Golf Course, featuring two Billy Bell-designed courses; tee time 9:00 a.m. (shotgun start; check-in time is 7:30 a.m.
- Wednesday, November 17, 2004: Tee it up at Tierra Rejada Golf Club; tee time is 8:00 a.m. (shotgun start); check-in time is 6:30 a.m. This golf outing will conclude with a tour of the Ronald Reagan Library.

Visit www.laiacp2004.org for information and downloadable golf registration forms. Contact: Deputy Mike Gurrola at (323) 980-2283

Annual Banquet

Wednesday, November 17, 6:00 p.m. - 11:00 p.m. \$45 Banquet Tickets (Not included in conference registration fee)

Join us at the Westin Bonaventure Hotel (404 South Figueroa, approximately six blocks from the Los Angeles Convention Center) for the black-tie-optional banquet (business suits are appropriate) featuring the formal swearing-in ceremony of the president and board of officers. Live entertainment follows the meal and the official program. Tickets are sold on a first-come, first-served basis and are limited. For more information or to purchase your tickets, please call Juanita Ward at 800-THE-IACP, extension 380.

5K Benefit Run

Take in the sweeping beauty of the California coastline while running along the majestic Dockweiler State Beach. This stunning playground consists of a wide, white-sand beach that extends three miles between Playa del Rey and El Segundo, California. The run will directly benefit the Law Enforcement Torch Run for Special Olympics Southern California. Visit www.laiacp2004.org for more information and a downloadable 5K run registration form. Contact: Sergeant Alex Canchola at 213-893-9793.

REMEMBER OUR HEROES

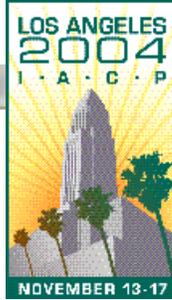
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Forms must be received by October 15, 2004. Payment must be included with forms. Keep a copy of this form for your records.

Tours will depart from and return to the Los Angeles Convention Center. Pick up tickets at the ACCESS California Tour Desk in the Los Angeles information area at Kenta Hall, Los Angeles Convention Center on Friday,

November 12, 2004, from 1:00 p.m. - 5:00 p.m., Saturday, November 13, 2004, from 8:00 a.m. - 4:00 p.m. and on Sunday, November 14, 2004, from 8:00 a.m. - 1:00 pm. Additional tickets may be sold on-site, on a first-come, first-served basis, at the tour desk if space is available. ACCESS California reserves the right to cancel a tour and issue a full refund if pre-registration minimums are not met. In the event of a tour cancellation, all pre-registration monies will be refunded to each individual via mail. Cancellations and exchange of advanced purchased tour tickets must be received by ACCESS California prior to November 1, 2004—a \$5.00 service charge will be deducted from your refund. Individuals with special needs should contact ACCESS California directly. Cancellations and exchanges after that date cannot be accepted.

Mail or fax completed form with payment to:

ACCESS California
3605 Long Beach Blvd., Ste. 201, Long Beach, CA 90807; Fax 562-988-1215

If faxing form:

Credit card must be used and included on form. Do not also mail form.

Payment:

Payment can be made by check, money order or credit card. Checks or money orders are payable to ACCESS California.

Circle one: Visa MasterCard Amex

Credit card # _____

Exp. date _____

Card holder name _____

Authorized signature _____

Inquiries may be directed to Dawn Kelly at ACCESS California;
Phone 562-427-0414; Email: d.kelly@accessdmc.com

Please print or type.

Name _____

Company name _____

Address _____

City _____

State _____ Zip _____

Email _____

Phone (day) _____

Phone (evening) _____

Fax _____

TOUR REGISTRATION FORM

All tours include attraction admissions. Food and beverage are on your own.

For detailed description of tours visit www.theiacp.org, click the conference logo, then select tours.

SATURDAY, NOVEMBER 13, 2004

		<u>Qty.</u>	<u>Total</u>
A Day of Discovery	\$41.00/Adult	___	\$ _____
10:30 am - 5:30 pm	\$32.00/Child	___	\$ _____
Knott's Berry Farm	\$111.00/Adult	___	\$ _____
10:30 am - 4:30 pm	\$51.00/Child	___	\$ _____
Lights, Camera, Hollywood	\$59.00	___	\$ _____
10:30 am - 4:30 pm			
Disney's California Adventure	\$130.00/Adult	___	\$ _____
10:30 am - 6:00 pm)	\$110.00/Child	___	\$ _____
Disneyland	\$130.00/Adult	___	\$ _____
10:30 am - 6:00 pm	\$110.00/Child	___	\$ _____
Downtown LA	\$124.00	___	\$ _____
10:30 am - 4:30 pm			

SUNDAY, NOVEMBER 14, 2004

		<u>Qty.</u>	<u>Total</u>
Lights, Camera, Hollywood	\$59.00	___	\$ _____
10:30 am - 4:30 pm			
Petersen Automotive Museum	\$45.00/Adult	___	\$ _____
10:30 am - 4:30 pm	\$35.00/Child	___	\$ _____
Shopping Spree—Pasadena	\$22.00	___	\$ _____
10:30 am - 3:30 pm			
The Getty	\$26.00	___	\$ _____
11:30 am - 4:30 pm			
Hike LA	\$66.00	___	\$ _____
12:00 pm - 4:00 pm			
Star Homes	\$83.00	___	\$ _____
1:00 pm - 4:00 pm			
The Reagan Library	\$29.00/Adult	___	\$ _____
12:30 pm - 4:30 pm	\$22.00/Child	___	\$ _____

MONDAY, NOVEMBER 15, 2004

		<u>Qty.</u>	<u>Total</u>
A Day of Discovery	\$41.00/Adult	___	\$ _____
10:30 am - 5:30 pm	\$32.00/Child	___	\$ _____
Warner Brothers	\$98.00	___	\$ _____
9:00 am - 2:00 pm			
Knott's Berry Farm	\$111.00/Adult	___	\$ _____
10:30 am - 4:30 pm	\$51.00/Child	___	\$ _____
Lights, Camera, Hollywood	\$59.00	___	\$ _____
10:30 am - 4:30 pm			
Long Beach—By The Sea	\$85.00/Adult	___	\$ _____
10:00 am - 4:00 pm	\$62.00/Child	___	\$ _____
Shopping Spree—Pasadena	\$22.00	___	\$ _____
10:30 am - 3:30 pm			
Downtown LA	\$124.00	___	\$ _____
10:30 am - 4:30 pm			
Star Homes	\$83.00	___	\$ _____
1:00 pm - 4:00 pm			

TUESDAY, NOVEMBER 16, 2004

		<u>Qty.</u>	<u>Total</u>
Warner Brothers	\$98.00	___	\$ _____
9:00 am - 2:00 pm			
Lights, Camera, Hollywood	\$59.00	___	\$ _____
10:30 am - 4:30 pm			
Long Beach—By The Sea	\$85.00/Adult	___	\$ _____
10:00 am - 4:00 pm	\$62.00/Child	___	\$ _____
Petersen Automotive Museum	\$45.00/Adult	___	\$ _____
10:30 am - 4:30 pm	\$35.00/Child	___	\$ _____
Los Angeles Zoo/ Gene Autry Museum	\$69.00/Adult	___	\$ _____
11:30 am - 4:30 pm	\$47.00/Child	___	\$ _____
The Getty	\$26.00	___	\$ _____
1:00 pm - 6:00 pm			
Exploring Santa Monica	\$22.00	___	\$ _____
12:00 pm - 4:00 pm			
The Reagan Library	\$29.00/Adult	___	\$ _____
12:30 pm - 4:00 pm	\$22.00/Child	___	\$ _____
Star Homes	\$83.00	___	\$ _____
1:00 pm - 4:00 pm			

WEDNESDAY, NOVEMBER 17, 2004

		<u>Qty.</u>	<u>Total</u>
Downtown LA	\$124.00	___	\$ _____
10:30 am - 4:30 pm			
Hike LA	\$66.00	___	\$ _____
9:00 am - 1:00 pm			
Warner Brothers	\$98.00	___	\$ _____
9:00 am - 2:00 pm			
The Getty	\$26.00	___	\$ _____
1:00 pm - 6:00 pm			
Exploring Santa Monica	\$22.00	___	\$ _____
12:00 pm - 4:00 pm			
Star Homes	\$83.00	___	\$ _____
1:00 pm - 4:00 pm			

TOTAL TICKET PRICE/DAY

SATURDAY, NOVEMBER 13, 2004	\$ _____
SUNDAY, NOVEMBER 14, 2004	\$ _____
MONDAY, NOVEMBER 15, 2004	\$ _____
TUESDAY, NOVEMBER 16, 2004	\$ _____
WEDNESDAY, NOVEMBER 17, 2004	\$ _____
GRAND TOTAL	\$ _____

Cancellation and exchange of advanced purchased tour tickets must be received in WRITING by ACCESS California prior to November 1, 2004. Cancellations and exchanges after that date cannot be accepted. ACCESS California reserves the right to cancel any tours if minimum pre-registration numbers are not met. In the event of a tour cancellation, all pre-registration monies will be refunded to each individual via mail.



Craig Steckler
Chief of Police, Fremont,
California, Candidate for
Vice President at Large

I am a candidate for the newly created vice president at large position of the International Association of Chiefs of Police Board of Officers.

As explained by Vice President at Large Chief Julian Fantino of the Toronto Police Service, the position of vice president at large is new to the IACP Board of Officers and was created as a result of a restructuring plan (which is intended to shorten the number of years required to reach the position of president). This change also provides an opportunity for those, like me, wishing to serve on the board, to make a meaningful contribution without any presidential aspirations.

Traditionally, members wishing to pursue the position of president, were required to run for the office of the sixth vice president and progress through the vice presidential chairs to the position of president and, subsequently, immediate past president. In addition to any previous work within the IACP committees, sections, or divisions, an individual would be required to invest eight years of professional life to work through the board positions.

To shorten this commitment to six years, the new board structure will include four vice presidents, each one moving through the chairs to president and two vice presidents at large, each serving a term of three years, with their respective terms beginning one year apart. To accomplish the newly defined structure, the IACP Board of Officers

with approval of the Executive Committee added the two vice presidents at large over two years beginning in 2003, and subsequently in 2004, thereby expanding the size of the new board by two. In 2005 and 2006 the positions of fifth and sixth vice presidents will be eliminated, returning the board to its current number of members.

I announced my intention to be a candidate for the position of vice president at large under the newly created procedures while in Philadelphia. As of this time I am running unopposed for this position.

I believe it is important for me as a candidate to provide to the members an accounting of who I am, my beliefs and objectives, and what I stand for in order for the members of IACP to make an informed choice, a choice that will best serve the greater interest of IACP and all its members.

I have been a police officer in California for 36 years, having served as chief of police for the past 12 years in Fremont. I was a deputy chief for six years with Fremont and before that I was the police chief for Piedmont, a city of 10,000, for six years, and started my career with the San Clemente Police Department, which was a community of approximately 25,000. The Fremont Police Department services the 14th largest municipality in California with over 210,000 citizens, and a geographical area exceeding 100 square miles.

I am a past president (2000) of the California Police Chiefs Association and have served on the Board of Directors of the California Police Chiefs Association for over 10 years. I also have extensive current and past involvement in various committees for the California Police Chiefs Association and other professional police bodies.

I am a graduate of the California P.O.S.T. Command College and the Law Enforcement Executive Development Programs of the United States Federal Bureau of Investigation as well as the FBI National Academy. I hold a BS degree in management from California State University-Los Angeles and did graduate work at California State University-Fullerton. I also hold a lifetime teaching credential.

I am a Life Member of the IACP. For the past seven years, I have been actively involved with IACP as a member of the Executive Committee and I currently serve as a member of the IACP Financial Review Committee, Constitution and Rules Committee, and the Patrol and Tactical Operations Committee.

Throughout my career, I have been actively involved in community efforts, having served as president of our local Rotary

Club, chair of the Salvation Army Board of Directors, and board member of the Shelter Against Violent Environments (domestic violence shelter program), as well as active in my church.

I believe it is absolutely vital, as police leaders, that we rise to meet the many unprecedented current and emerging safety, security, and quality-of-life challenges that threaten our communities and nations. As police leaders, we must continue to build on our successes with an even greater commitment to honest, ethical, and effective services to the public we have a sworn duty to serve and protect. The IACP represents the thread that binds all of us, locally, nationally, and internationally as police professionals having common needs and who face similar challenges. I also believe that the future is ours to define.

As your elected vice president at large, I will be committed to the following:

- Supporting wholeheartedly the recently revised strategic plan, especially the vision, objectives, and intents of IACP as we confidently move forward in the service and support of our members

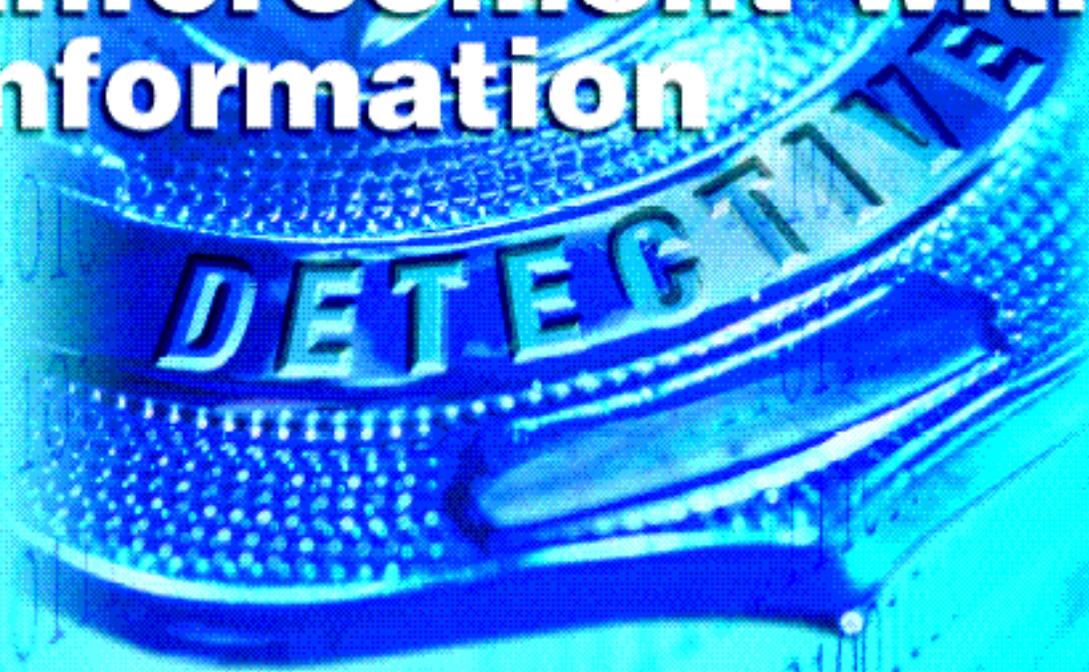
- Ensuring that the IACP becomes more sensitive to its international membership as well as creating increased opportunities to broaden services and support to the members in such critical areas as community-police race/diversity research; training and promotion of best practices; minorities recruiting, promotion, and retention, including women in policing; police ethics, accountability, public image, and trust; crime prevention and violent crime abatement, especially dealing with the sexual exploitation and victimization of children, including the production and distribution of child pornography

- An open and inclusive membership

I am proud of my relationship with the International Association of Chiefs of Police and I am grateful to the many past presidents, fellow board members and state chiefs of police associations for their support and encouragement in my quest for this office. These are the very people who have greatly influenced my desire to pursue the position of vice president at large, thus enabling me to contribute, as they have, to the greatness of IACP.

I am confident that my years of extensive police experience and a proven track record of strong leadership, managing change and the building of bridges between law enforcement agencies and our communities, will enable me to make an even greater contribution to IACP and its members. I look forward to your support.

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Jimmy R. Fawcett
Chief of Police, Farmers Branch,
Texas, Candidate for Sixth Vice
President of the IACP

As chief executives of law enforcement agencies committed to the protection of our individual and collective communities, IACP plays a larger and more crucial role than ever before. The association is that single voice speaking out for all of us and in the final scheme of things shares in our failures and successes. It is the force that makes the world a smaller place to inhabit and enables us all to rely on each other, through shared experiences, with complete trust. For these reasons, it is important for the association to continue to grow and remain an organization that provides essential services for our members.

Since its founding more than 100 years ago, IACP has established an excellent record of accomplishments, which in turn has enhanced the reputation of law enforcement professionals. These successes have occurred because there have always been those who were willing and able to take their commitment to a higher level through service to the membership of the association.

I have been fortunate to have earned the trust of leaders in our association who have allowed me to serve through appointments to the Patrol and Tactical Operations Committee (1995–present), the Election Commission (2001–2003), the Constitutional Review Committee (2001), as Parliamentarian (2000–2001), and the

Executive Committee, where I represented group 9 (2001–2003) and cities of 25,000–100,000 persons (2003–present). I now seek the office of sixth vice president and offer to be of further service to the members of IACP.

If we are to continue with the successes of our association there are several issues that we have dealt with and will continue to deal with. First, over the past several years the association has been confronted with financial challenges. Through the leadership provided by our Board of Officers, and with the efforts of a dedicated IACP staff, we have addressed the needs of the association and are now on the road to full recovery. Sound planning provided for reserve funds that, when combined with appropriate cuts in spending, ensured no interruption in services to our members. The challenge facing leadership will be to fully restore funds used from reserves while continuing services for our members and planning for the future. Our growth in membership will create more needs from a diverse body and will place more strain on need for space in the headquarters building. Decisions made concerning investments and finding new sources of revenue will be crucial to our future. My experience as chairman of a community federal credit union would help me arrive at decisions to ensure the financial viability of our association.

Second, many of you have heard me speak before about the importance of continuing to reach out to the international community to enhance its presence and participation in meaningful, visible roles and activities of IACP. My commitment is unwavering in support of integrating a total international perspective throughout IACP's plans and strategies. I am sensitive to and will be responsive to the concerns of our international partners.

Third, the importance of our legislative program has never been more evident than it has been in the last two years. By staying involved we have been able to not only educate our members about key pieces of legislation, we have taken the education process to Capitol Hill and have been effective. As sixth vice president, I will work with fellow members, the Board of Officers, and the IACP staff to identify ways IACP can ensure it maintains its visibility and representation. I fully understand the importance of legislative work, having served on the Texas Police Chiefs Association Legislative Committee since 1991 and as its chairman since 1995. I am committed to continuing

to build our influence and visibility on legislative issues at the national level. As the world continues to grapple with terrorism and its consequences, IACP, as recently demonstrated, will be working to influence legislation that effects law enforcements ability to meet new challenges.

Lastly, we must not forget that IACP is a membership-driven organization. As such we must continue to increase our membership and make member services a top priority. Our future challenge will be to maintain current levels of services while identifying funding sources, as previously discussed, and creating new services requested by our growing and diverse membership. As a member of the IACP Board of Officers, I pledge to be responsive to and listen to members and, above all, not to forget that I am also a member.

After 33 years in law enforcement, 13 years as chief of police, and service to members of both the Texas Police Chiefs Association and IACP, the time to commit to further service to the members of IACP is now. As an unopposed candidate I have received formal endorsements for my candidacy from several state police chief associations and from numerous members. I now ask for your support.

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Already the largest exposition of its kind in the world, this year's IACP tradeshow will feature more than 650 exhibitors and cover 400,000 gross square feet. Complete as of June 23, 2003, the following list includes booth numbers for all exhibitors as well as special references for advertisers in this issue. Conference sponsors appear in red.

Of course, there may be last-minute changes in booth assignments, so be sure to watch for updates in upcoming issues of the Police Chief, and check your official conference program and the official tradeshow floor plan on site.

Learn more about these exhibitors and their products by visiting the IACP Web site at www.theiacp.org.

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Allstar Knowledge Systems	438
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Amchar Wholesale, Inc.	1464
American Blimp Corporation	2942
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American Locker Security Systems (ALSS)	1044
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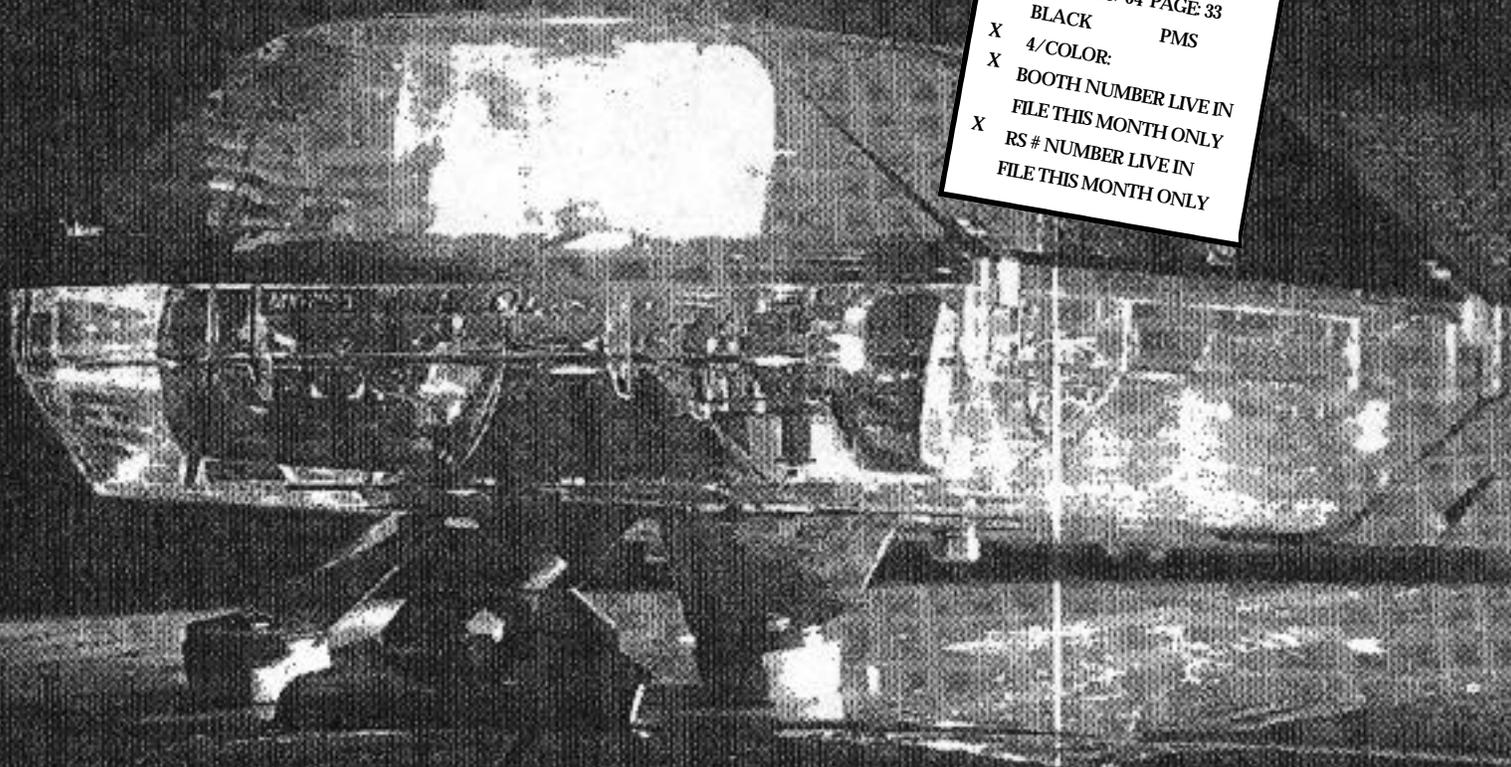
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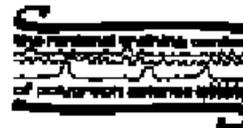
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Stopping Domestic Violence in Indian Country

**By Sondra Leftoff, Ph.D.,
John Jay College of Criminal
Justice, New York City**

Editor's note: This article was adapted from "Little Things Mean a Lot in the Heart of Indian Country," which appeared in Law Enforcement News, published by the John Jay College of Criminal Justice, in March 2004.

With ingenuity, \$25,000 can go a long way. For Sergeant Albert Benally, the deputy sheriff in charge of inspections in the McKinley County, New Mexico, Sheriff's Department, a \$25,000 grant in 1996 from the New Mexico Indian Behavioral Health Council provided the funds to start a domestic violence diversion program in the sheriff's department in Gallup, New Mexico.

For his work, the Indian Country Law Enforcement Section of the International Association of Chiefs of Police (IACP) named Benally the 2003 Police Officer of the Year for Indian Country. Benally received the award during the 2003 annual IACP meeting in Philadelphia. This article describes his program, the award, and the importance of the annual IACP conference for facilitating information exchange among police departments.

The Elders' Project: Combating Domestic Violence

Sergeant Benally's nomination for the award described his outstanding police work, including his drug seizures, but it was his establishment of the Elders' Project, a program that brings police and community members together to help families resolve the problem of domestic violence, that led judges to select him as the award winner. "I'd rather see someone correct a situation than go to jail," said Bill Kellogg, retired police chief of the Navajo Nation and presently chief deputy of the McKinley County Sheriff's Department, as he explained his high re-

gard for the Elders' Project. "I want to see a family problem heal, not escalate."

The domestic violence project is one outcome of Benally's desire to develop law enforcement agendas that grow out of an understanding of the unique needs of Native American communities and that use community-inspired models to address them. For Benally, it is an attitude of collaboration that will foster more effective law enforcement in Indian Country and a willingness of outsiders to acquire a deeper knowledge of the community that will make that possible.

As a Navajo who grew up in McKinley County, Benally knows firsthand how community and policing expectations may clash. A former U.S. Marine who was sta-

reservations put property crime 10th on the list, it is a high priority in Native American communities. "Property means a lot to Native Americans," said Benally. "It's their identity and what they're trying to accomplish in life. Property crime is a huge victimization. Victims consider property crime to be serious and want us to make an arrest. If someone tells a Navajo it is not a priority crime, it is a revictimization," he added.

To Benally, policing goals should aim to find a good fit between policing interventions and community concerns about crime and safety. In his view, collaboration is how the fit can be achieved, particularly through developing policing policies and programs that engage the community. Where property crimes are concerned, for example, the priority list should be more proactive with these crimes. Explaining the Navajos' view, Benally said, "For the victim of a property crime, it's serious. That's true for the offender as well. You start as a punk, often beginning with property crime. But that's not addressed. It's too late to stop them when they kill."

Where domestic violence is concerned, policing goals of ending the violence and removing the offender through incarceration or other alternatives have not been particularly successful interventions in the Navajo community. Experience has shown that jail can provide opportunities to learn more subtle approaches to abuse and better ways to hide it. It also doesn't do much to change relationships among family members. It hardly gets to the roots of the problem, which for Navajos include the aftereffects of a traumatizing history of dislocation and exploitation. "This is where other cultural avenues come in. The clan way needs to be addressed," Benally said. Focusing on clans puts a priority on connections between individuals. Benally's program also connects Navajo elders, who serve as mentors, teachers, and resources of traditional knowledge, to offenders and victims who come through the program. This is a collaboration that is working across generations.

The McKinley County program brings Navajo elders to the county sheriff's department to work with either the offender or the

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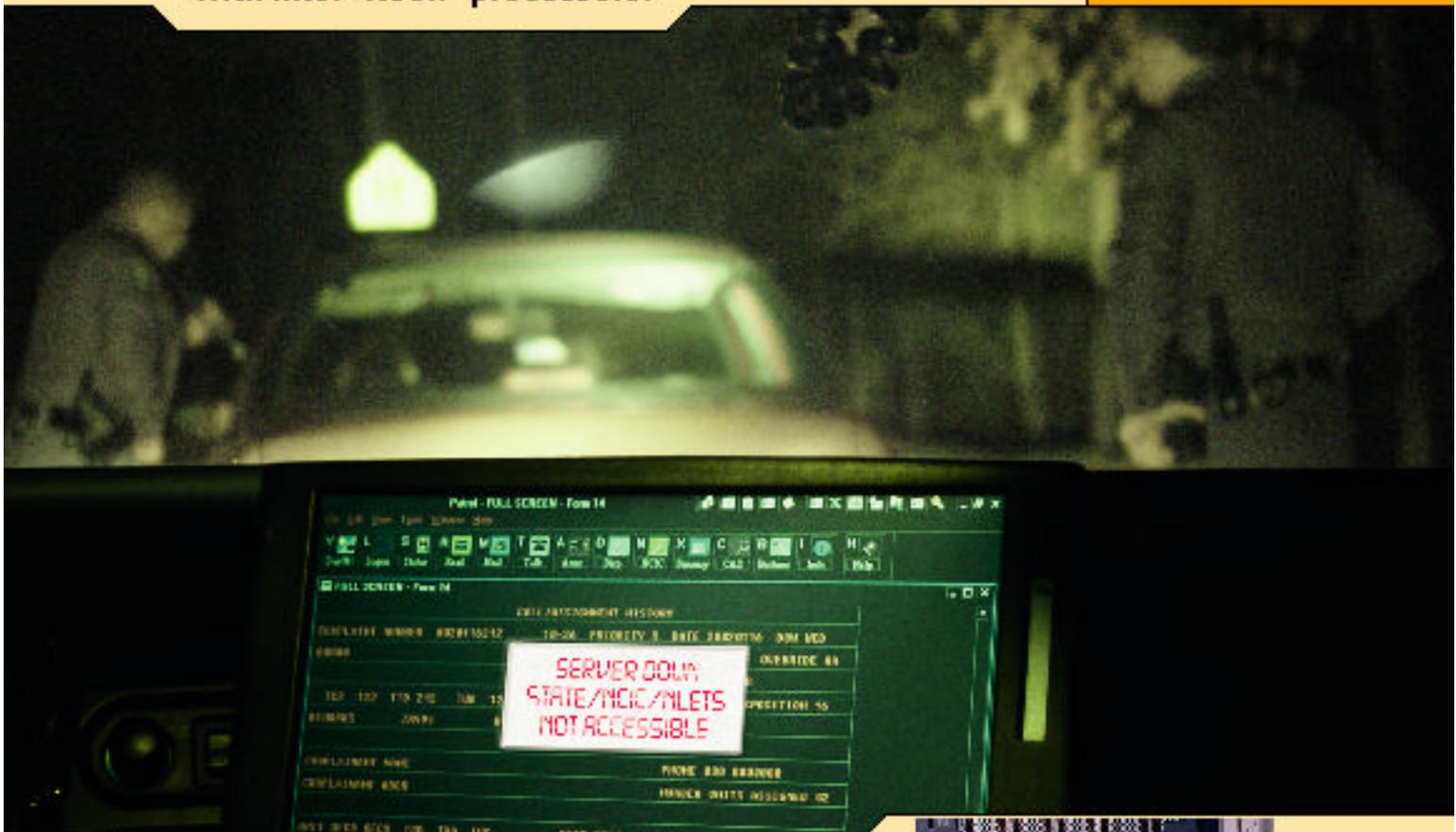
The IACP Foundation has approved almost \$20,000 in funding to present five regional training symposia for tribal law enforcement agencies. More than 100 Indian Country policing representatives will receive no-cost training in these key subject areas:

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tioned both in the United States and abroad, he also knows the difficulties of working across cultural divides. In McKinley County, it can mean that policing initiatives developed for nonnative communities may undermine efforts to reduce crime when they are applied without revision to Native American communities. For example, although FBI crime priorities for policing

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victim of domestic violence in a multisession format. These elders, who also serve as peacemakers in the Navajo Nation Peacemaker Court (a traditional alternative to the adversarial court system), bring their traditional knowledge as well as their experience in resolving conflicts through peacemaking to this intensive intervention program. The program includes both working one-on-one with participants and collaborative peacemaking with disputants. Completion of the program takes between three and four months, although the relationship with the elder may be of much greater duration.

Participants are brought into the program as quickly as possible after the involvement of the sheriff's department in the case. The program grew out of Benally's collaboration with a group of peacemakers from the Eastern District Peacemaker Court in Crownpoint, New Mexico, on the Navajo reservation. Benally consulted with this group of peacemakers to develop a program that incorporated Navajo values of restoring good relations through "talking things out" and one that gave the elders a vital role in the lives of the participants. The program, a work in progress, attempts to reconcile traditional interventions with contemporary law and contemporary needs of the community.

The individual sessions allow each partner time to address his or her issues privately. It also gives elders an opportunity to teach traditional knowledge and to act as mentors in a carefully designed program featuring a series of steps. This is followed by a general peacemaking session. Although the elders may bring much needed understanding to the individuals involved, the program also emphasizes the role of the community in maintaining individual outcomes and in restoring relationships.

Police Officer of the Year for Indian Country

The IACP award acknowledged Benally's work in developing this early intervention program for county residents. His approach to domestic violence in the county—a high desert region in western New Mexico and a patchwork of Navajo reservation land and nonreservation communities—provides an alternative to the adversarial model typically used by the criminal justice system.

The trip to the IACP conference in Philadelphia brought Benally and his program national exposure and led to growing interest in his approach to policing domestic violence in Indian Country, where neither reservation police nor federal officials have been very successful in reversing an escalation in the number of domestic violence cases. The opportunity to bring his program to a wider audience can help develop better policing interventions in Native American

communities and increase police awareness of the needs of these communities.

The IACP award for the top Indian Country police officer began only three years ago. Bill Kellogg, a long-standing member of the organization, led the effort to establish the award. In his view, "Indian Country law enforcement had been left behind," and an award would be one way to acknowledge the challenges of policing in these communities. "It is important to honor the many officers on the reservation who die in the line of duty," he added.

Benefits of the Conference

The IACP meeting presented its own potential for collaboration across cultures of policing. The award ceremony brought Sergeant Benally's program to the attention of a diverse cross-section of law enforcement agents involved in Indian Country, and his attendance at the conference brought home to Benally the importance of the conference as a resource for Native American law enforcement professionals and a vehicle for promoting law enforcement agendas of Native American communities.

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Attending the conference for the first time, Benally got the opportunity to learn what the conference had to offer tribes, including information about funding sources and future government policy objectives and guidelines. What troubled Benally was, in his view, the small showing of tribal representatives at the Indian Country section meetings. "All tribes should be there," he said. "Otherwise, they're not getting information on funding that's available, on what's coming down the tube from the government. This meeting is where views and problems are shared. There should be more Indians there to find out how the system works, express their views, have a greater voice."

Funding for conference registration and related travel is a police department budget item and is usually slated for the chief. According to Kellogg, tribal police chiefs usually receive conference-related funds from their tribal councils when they request it. Providing such funds may be a problem for smaller tribes.

Benally's attendance at the conference provided a learning opportunity for other practitioners searching for solutions to escalating violence in Indian Country. For Benally, it also raised new collaborative possibilities for developing domestic violence programs in Indian Country.

Rich Kuiters, a senior program specialist for the Federal Law Enforcement Training Center in Glynco, Georgia, came to the annual IACP conference with collaboration on his agenda. An expert in developing and running training programs in domestic violence for law enforcement agents, prosecutors, and advocates throughout the country (train-the-trainer programs), he had recently turned his attention to the needs of such programs in Indian Country. The Department of Justice's Office of Violence Against Women provided funds to develop a training program for Indian Country. "I came to the conference looking for help," Kuiters said. Although he understood the need for innovation in dealing with domestic violence in Indian Country, he hoped to turn to local experts in developing and running such a program for tribes and surrounding communities. "I want it to come from the tribes and not from us. I want a tribal person to run the program," he said. That's when he met Benally.

Benefits beyond the Conference

Benally's peacemaking program intrigued Kuiters, giving him food for thought on potential directions for the project. The program's involvement of tribal

elders could be a template other tribes could rely on as they as created programs to meet their needs.

Along with Michael Glover, a representative from the Office of Violence Against Women, Kuiters recently visited the McKinley County Sheriff's Department in Gallup to learn more about Benally's domestic violence program and to meet the elders who conduct it.

John Yearly, a McKinley County deputy sheriff who is active in running the Elders' Program, met with them on their visit to Gallup. "They wanted to know if our program could be bootstrapped to other communities and used cross-culturally," Yearly said. He had his own vision of the potential application of this program to other communities in Indian Country, coining the name "Masters of the Culture." In his plan, reservation elders would use their own cultural knowledge to modify the approach to domestic violence that is working so well in McKinley County and tailor it for their own culture. Benally went a step further. "If they (project directors) want to adopt it, we can install the skeleton and train their (individual tribe's) traditionalists," he said. It would be going quite a long way on \$25,000, and for Benally it would be just the kind of collaboration that is needed in this field.

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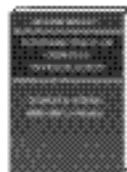
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Method for In-Car Camera Evaluation

To measure the impact of in-car cameras, project managers used several multidimensional surveys to assess the opinions of line officers, midlevel and executive police managers, and community members. Stein's two-stage method for binominal or normal distributions was used to determine the sample size. Members of the project's advisory board and experts from the COPS Office and IACP examined and approved the surveys. The police departments serving Fairfax County, Virginia, and Prince George's County, Maryland, participated as test sites in 2003.

To generate a nationally representative sample, 20 state police departments were selected and classified according to the number of in-car cameras they use and their geographical locations. For police departments with more than 500 in-car cameras, the number of questionnaires they received equaled half the number of cameras they owned, whereas departments with fewer than 500 cameras received one survey for each officer using a camera. At each selected site visit, researchers met with line officers and supervisors to discuss that agency's in-car camera program, the problems that have arisen since its implementation, and ways to solve these problems.

A series of surveys was developed for line officers, managers, and executive staff for this study. These surveys were designed to capture both objective material and to measure subjective information in the area of officer safety, acceptance and impact of cameras on officers, public awareness, citizen reaction, and training and policy issues. The surveys contained multiple-choice questions, scaled-rating questions, and comment areas that allowed respondents to add any supplementary information they deem necessary.

Before each site visit, the participating agency distributed line-officer surveys to randomly selected officers, who completed them with the guarantee of anonymity and returned them in a sealed envelope. Midlevel managers and executives also received their own surveys, but they completed them without the guarantee of anonymity. In addition, surveys inquiring how the cameras are used in complaint investigations were given to members of the agency's internal affairs division.

To capture public response to the in-car cameras, each agency distributed surveys to community members during community and volunteer sessions at the agency or at university campuses. These surveys contained approximately eight multiple-choice questions as well as comment sections to allow respondents to provide additional information.

The In-Car Camera Value and Impact



In-car cameras record traffic stops and other contacts made by a growing number of U.S. police officers, including Trooper Jeremy Rost of the North Dakota Highway Patrol.

Police In-Car Video Camera Evaluation Staff

Readers seeking more information on the in-car video camera systems are encouraged to contact the IACP project staff:

William Grady Baker
Michael Fergus
Kristy Fowler

E-mail: in-car-camera@theiacp.org
Telephone: 800-THE-IACP

By Lonnie J. Westphal, Chief (Retired), Colorado State Patrol, Denver, Colorado

In the late 1990s, lawsuits alleging race-based traffic stops were being filed against state police and highway patrol agencies throughout the United States. In some instances, the courts ruled that racial profiling was occurring. These court findings strengthened the public perception that racial profiling by police did occur and weakened the public's confidence in the police.

If it was occurring, state police executives sought proactive steps to stop biased polic-

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ing and to restore the public confidence in the police. Many departments deployed the in-car video camera to record traffic stops and other encounters with the public. In the spirit of building public trust, the in-car camera recording provides an unbiased account of events that allow citizens and others to view what actually occurred during encounters that have been called into question. Agencies and others report that such evidence has been invaluable and that the benefits of the in-car video camera far exceeded the original goals.

COPS Office Funding

In an effort to aid state police agencies confronted with allegations of racial profiling and other complaints, the Department of Justice's Office of Community Oriented Policing Services (COPS) created the In-Car Camera Incentive Program. The program provided financial aid to state police and highway patrol agencies for the sole purpose of purchasing and installing in-car camera systems. The first federal awards were dispersed in 2000, and, by the end of 2003, 47 states and the District of Columbia had received a total of more than 21 million dollars in federal assistance for the purchase of in-car cameras.

Prior to the COPS Office In-Car Camera Incentive Program, 11 percent of the state police and highway patrol vehicles were equipped with in-car cameras. Currently, 72 percent of the state police and highway patrol vehicles used for patrol are equipped with video systems, and this number continues to increase. During a three-year span, the number of in-car camera systems grew from 3,400 to 17,500. Twenty-five percent (4,500) of the in-car camera systems were purchased through the COPS Office incentive program.

Measuring the Impact of In-Car Cameras

In 2002 the International Association of Chiefs of Police (IACP) was tasked by the COPS Office to conduct a national study to measure the impact of in-car cameras on state police and highway patrol agencies and the communities they serve. The purpose of the study is to develop a best practices guide for selection and acquisition of in-car camera equipment and to provide an updated model policy for the use and application of in-car cameras. Twenty states were selected for the study. What follows is a description of the preliminary results of this study.

To measure the impact that in-car cameras have had on policing, the in-car camera project's advisory board selected the following critical areas as the focus of the study:

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- Officer safety
- Professionalism and performance
- Complaints concerning police practices
- Public opinion
- Agency leadership
- Training
- Homeland security

Officer Safety: This study is showing that the single greatest value of the in-car camera is the positive impact that it has on officer safety.

The written survey asked the officers and troopers to rate the impact the cameras have on their personal safety. The written survey results indicated that the officers perceived only a slight feeling of increased safety when the camera was present. This response contrasted significantly with the interview responses. Following the interview protocol, researchers ask the officers how they use their recorded videotapes; an overwhelming majority stated they review their videotapes as a means of self-critique of their actions.

Individually, officers said they review how they approach each situation and take mental notes of any officer safety issues they discover, such as turning their backs on a potentially dangerous individual, or allowing themselves to be distracted by other persons or events. Troopers

also reported when communicating to the citizen that a camera was recording the incident it would deescalate situations that they felt were becoming confrontational, thereby improving to officer safety.

According to the 3,000 responses, video evidence captured by in-car cameras helped exonerate officers accused of wrongdoing 96.2 percent of the time. Complaints were sustained by the video recording 3.8 percent of the time.

A small number of officers reported that the camera distracted their attention away from the violator and they would

find themselves performing for the camera. Some troopers believed that, when positioning themselves and the violators, they sometimes put obtaining the best possible camera angle ahead of officer safety. It was noted during this study that these officers seldom received any formal training in the use and operation of their cameras.¹

Professionalism and Performance: On the written survey, when asked how the use of the camera has affected their professionalism and performance, officers reported only a slight improvement in both areas. In general, the troopers selected the response "We are all trained professionals and the camera should not have any impact on our performance."

But during the in-depth interviews, troopers commented repeatedly that it is only human nature to perform to the best of one's ability when you know you are being recorded. Also, knowing that supervisors regularly reviewed the video recording for performance evaluations prompted them to behave more professionally.

In addition to reviewing the tapes for self-critique, many officers reported that they replayed their video for report writing, obtaining exact statements for evidence. Especially in the realm of consent searches, this enabled the officers to better prepare cases for presentation in a court-

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room, where they may need to recount how they established probable cause for enforcement actions. They reported that the video record of each incident allows them to rely less on memory when writing reports afterward.

Troopers reported that another great advantage the camera provides is the opportunity to review and critique a variety of dangerous situations such as felony stops and vehicular pursuits. While most agencies routinely review all vehicular pursuits to ensure that they were conducted within the scope of departmental policy, the tapes serve an evidential value also. The tapes document the violator's infractions leading to the chase as well as during the chase and the ending of the chase. In addition, the review of the tapes can often help investigators locate weapons or contraband that may have been tossed from the suspect's vehicle.

In the unlikely but possible event that the officer is injured or killed in a high-risk stop situation, investigating officers have the ability to review videotape. The chances of apprehending offenders in these instances are dramatically improved.

There is a downside: some troopers reported becoming increasingly dependent on their recording equipment to document the sequence of events and statements made rather than mentally retaining information and taking notes. The troopers reported during the research interviews that they replay the video recording to prepare their written reports, rather than using the videotapes to verify and enhance their observations and notes. Because of this growing dependence on the recording, a few troopers reported that they feel that their interviewing and note-taking skills have declined.

Complaints Concerning Police Practices: The study also showed the significant impact that the in-car cameras have on improving the officers' ability to respond to complaints regarding professionalism and courtesy. The written survey asked troopers to describe specific complaints filed against them and explain how they or investigators used the camera to adjudicate the complaint. Most of the troopers reported that the camera had ultimately cleared them of accusations of wrongdoing; very few reported that the camera sustained a complaint filed against them. According to the responses of more than 3,000 officers completing the written survey, the statistical data indicates that 96.2 percent of the time, the recording of the event exonerated the officer of the allegation or complaint. Complaints were sustained by video evidence 3.8 percent of the time.

Initial complaints against troopers are generally handled in the beginning by the



Eliza Windsor, a camera technician with the Prince George's County Police Department, reviews (above) and files videotapes containing footage captured by some of the agency's 600 in-car cameras.

first-line supervisor. Research interviews with supervisors mirrored the findings from the line officers, but added two new dimensions:

- In at least half of the instances, once the complainant is made aware that the stop or contact was recorded, the complaint is withdrawn.

- A significant amount of time is saved in conducting investigations when a videotape of the incident is available.

In most cases, a supervisor investigating a complaint first reviews the video recording of the event before calling any witnesses or interviewing the officer, determines whether the allegation requires further investigation, and then notifies the complaining party of the findings. The experience of some supervisors has shown that reviewing the tapes and then explaining the trooper's actions will usually satisfy the complainant.

Internal affairs sections also reported on the value of in-car cameras. Internal affairs units in the participating agencies reported that first-line supervisors are resolving more complaint cases and not sending them to the internal affairs office for formal investigations. The benefit is that relatively minor complaints regarding an officer's demeanor or their actions during traffic stops can be reviewed and dealt with in a factual manner and addressed appropriately when there is a camera present. Overall, a majority of agencies using in-car cameras reported a higher number of

exonerations of troopers when video evidence was available.

Public Opinion: As part of the study, the evaluation team administered written surveys and held open meetings with citizens to gauge public opinion in each state visited. Most of those responding to the written survey indicated that they approved of the police agencies' use of the in-car camera. Most also believe that all police vehicles are equipped with in-car cameras and that each camera is mobile and can follow the officer around the scene. In reality, not all vehicles are equipped with in-car

cameras, and in those that are so equipped the cameras are stationary and have a limited viewing area.

Agency Leadership: Agency executives reported that the cameras are a welcome, unbiased tool to ensure the accountability and the integrity of the officers in the field. Years of community perception research have established that officers' attitude, demeanor, responsiveness, and attentiveness toward a citizen determine that citizen's satisfaction with the police service. In fact, the citizen's confidence in the police depends on their perceptions of a police officer's motives more than on whether the outcome of a contact with an officer was favorable to the citizen.² The institutionalization of in-car cameras along with a regular supervisory review process ensures professional accountability in citizen contacts.

Although a virtual ride-along review of a trooper's action will never replace the personal contact between supervisor and field trooper, the periodic review of the trooper's video recordings by the supervisor is a valued element in today's supervisory process. Issues of officer safety, demeanor, and professionalism can be diagnosed and addressed accordingly. The video recordings, along with other supervisor observations, may serve as an early warning of an officer having problems. For example, observations during a review of a recording that shows an officer suddenly becoming easily agitated or short with the public may alert the supervisor that the officer is under additional stressors and the concern needs to be addressed. The camera, in effect, can provide another level of supervision while providing additional protection for the agency against liability.

The agency leadership must establish policy and procedures on the use of these systems. In the final analysis, even the best systems are of limited use if they not employed properly. Issues of when the video system must be in record mode, when the tapes should be replaced, how the tapes are reused, how the chain of evidence is maintained with the tapes, and how the tapes are stored all must be addressed by the leadership.

Training: The in-car camera can serve valuable training purposes. Experienced officers can use the video recording as an effective tool for self-critique. When training new officers, the instructors have the ability to review the new officers' actions through the objective eye of the camera, immediately after the event occurs, thus enhancing the learning process.

Video recordings provide the agency with a wealth of material that may be used for other training purposes. Training officers can develop lessons around unusual or even routine events recorded on

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videotape for pre-service as well as in-service training to reinforce appropriate behavior and procedures, to demonstrate inappropriate practices and procedures, to enhance interpersonal skills and officer safety habits and to augment the instructions of field training officers and supervisory personnel.

Obtaining actual video recordings of field action enhances training. Nevertheless, it is important to remember that in using recordings from the field that depict either positive or negative police behavior, care must be taken to present the material in a way that will not embarrass an officer or undermine morale.

Homeland Security: Video recordings of highway contacts could soon be transmitted directly to a central location where these images can be compared with state records, suspect files, or terrorist watch lists. Not only could this information help protect the officer but the recorded audio and video could perhaps provide information needed to locate terrorists. In-car video cameras can be considered an important tool for providing maximum national security.

The Future

The in-car camera can improve citizens' confidence in the police profession, enhance the ability to capture and convict violators, record inappropriate police behavior, and provide valuable data in our efforts to ensure homeland security. It is becoming documented that public safety will benefit from having in-car video cameras available to all police officers. Agency executives and community leaders should ensure that adequate resources for the proper management, storage, and retrieval mechanisms in hardware, software, and personnel are provided. There must be appropriate policies and guidelines in place to guarantee that while citizens are being protected their personal privacy is not being violated.

¹Training on the positioning of the officer and violator is becoming more complicated with ongoing parallel studies of officer's safety. Vehicle positioning in a traffic stop is basically a tactical decision influenced by highway design, traffic flow and volume, visibility and sight distance, weather conditions, violation severity, and violator behavior. A factor that needs to be addressed in the future is the positioning of violator and officer in relation to the in-car camera. The value of the audio- and videotaped evidence in such incidents as field sobriety testing has been proven in court proceedings. However, the traditional position of conducting these tests in front of the patrol car is now being evaluated in light of several recent vehicle collisions resulting in the death of troopers and violators.

The in-car camera technology and the training for positioning of the troopers and violators need to come into agreement in the near future.

²See the following articles for more details on the citizen's confidence and perceptions of police officers: Jeffrey H. Witte, "Identifying Elements of Customer Satisfaction in the Delivery of Police Service," *The Police Chief* 71 (May 2004): 18-21; Gary J. Margolis and Noel C. March, "Branding Your Agency: Creating the Police Department's Image," *The Police Chief* 71 (April 2004): 25-34; and International Association of Chiefs of Police, *The Public Image of the Police*, a report prepared by Catherine Gallaher, Edward R. Maguire, Stephen D. Mastrofski, and Michael D. Reisig of the George Mason University Administration of Justice Program (October 2001), available at www.theiacp.org/profassist/ethics/public_image.htm.

The contents of this article represent only a portion of the findings from the National In-Car Camera Impact Evaluation. Police executives using this technology, or those considering the adoption of the camera technology can obtain more information on in-car cameras and the available free technical assistance from IACP. For details, visit the IACP Web site, www.theiacp.org.

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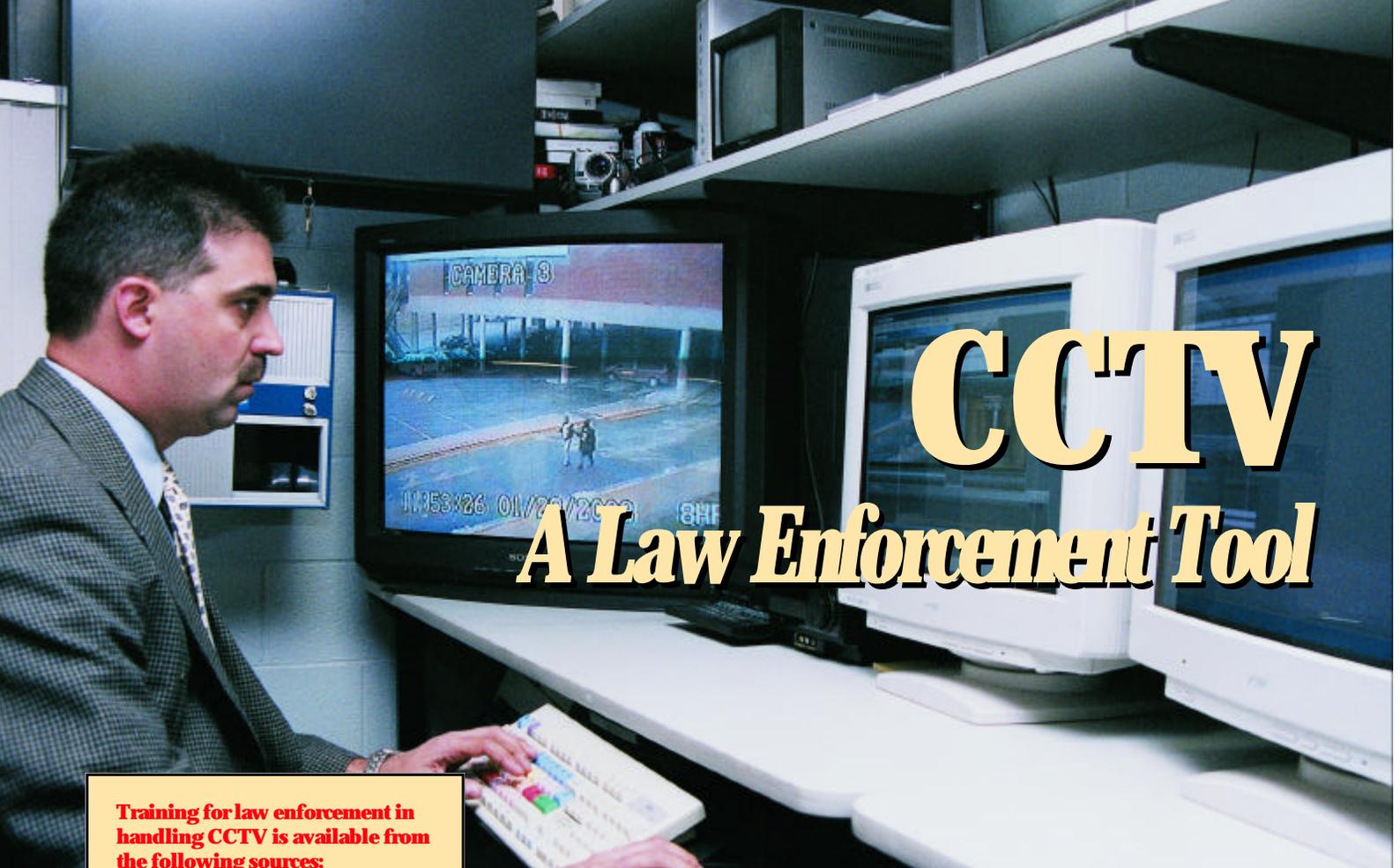
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By Grant Fredericks, Forensic Video Analysis Expert, Constable (Retired), Vancouver Police Department, Vancouver, British Columbia, Canada

The past decade has seen unprecedented growth in the deployment of closed-circuit television (CCTV) security monitoring systems. Nationally reported events, such as terrorist

Detective Joe Giufrida, forensic video analyst with Prince George's County Division of the Maryland National Capital Park Police, analyzes a CCTV tape recovered from a crime scene.

attacks and school and workplace shootings, have led schools, businesses, government offices, and even churches and private homes to install video surveillance systems in record numbers.

Video cameras are routinely placed in police vehicles to record traffic stops, and roadways are monitored to manage vehicle movement. Although privacy advocates and civil libertarians decry the emergence of a surveillance society, it appears the public seeks and expects these systems to protect them.

The proliferation of video systems has resulted in the collection of a staggering amount of recorded evidence of crimes. This article will describe how agencies can effectively use this valuable evidence and discuss strategies for building an invaluable investigative video infrastructure.

Video-Ready World

Falling equipment costs and increased production of CCTV equipment has helped make it possible for even the smallest businesses to purchase this visual surveillance technology. Wholesalers, security retailers, and Internet vendors offer a variety of products for a wide range of security needs, from two-camera systems that record video

Officers and prosecutors must be educated in video technology and prepared for the increasingly sophisticated challenges being presented by defense attorneys. The Office of Community Oriented Policing Services (COPS) Regional Community Policing Institutes (RCPI) will be hosting a series of training events across the United States through 2005. The RCPI, the IACP, and the Law Enforcement Mobile Video Institute (LEMVI) will be delivering training addressing many of the issues surrounding the effective use of video. Designed for police executives, prosecutors, and judges, the daylong IACP class will discuss the use of video in investigations, management issues, presentation of video evidence, and pertinent case law. Information about these workshops can be found on the IACP Web site, www.theiacp.org.



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Many security managers are turning to integrated security monitoring systems that combine perimeter access, fire and intrusion alarms, and surveillance video into a single security network. Wireless technology allows security personnel to monitor cameras from laptops, handheld devices, and even mobile phones.

But this is just the beginning. In an increasingly security-conscious environ-

ment, the use of video surveillance will continue to expand and law enforcement will be challenged to meet the growing expectations of a video-ready world.

How Video Helps Investigators

Increasing use of video monitoring is presenting law enforcement with an unparalleled amount of visual information to aid in investigations. A few frames of video from a car wash in Florida,¹ the scratchy image of a rented truck in Oklahoma City,² and the amateur video of unruly teens assaulting women after a New York City pa-

rade³ are just some of the examples of video images that have become crucial evidence in high-profile criminal investigations. Tens of thousands of lesser crimes are caught on video each year, eventually playing an important—and sometimes critical—role in the courts. Many agencies are now routinely taping suspect interrogations, which, according to a recent study, have significantly reduced defense motions to suppress confessions and statements.⁴

A crime scene is just where the search begins when looking for video that may assist an investigation. A sharp-eyed investigator can survey businesses or public buildings near the scene and spot the telltale smoked plastic domes concealing the cameras that might have caught a suspect fleeing the area. In many cases the video captured by CCTV systems may reveal important clues, such as a vehicle used for escape or accomplices standing lookout on a nearby street corner. In many cases the videotape is the sole survivor, the silent witness.

Often video provides the only evidence linking a suspect to a crime. Perhaps the most famous example came in the Oklahoma City bombing investigation and subsequent trial of Timothy McVeigh. The black-and-white video image of the Ryder truck passing in front of an apartment complex a block from the Alfred P. Murrah Federal Building provided a critical link, placing the suspected vehicle at the scene.

In many cases, the suspects themselves provide damaging video evidence. Frequently investigators are recovering video cameras and tape containing footage of offenders recorded of themselves while committing a crime. Sexual offenses captured to video are, in many cases, trophies collected by suspects. Although the videotapes are often well hidden, sexual predators frequently keep the video records long after the offense. Videotape should be high on the list of evidence targeted in search warrants during sex-related crimes.

Video evidence often provides the investigator with the first glimpse of the crime, giving the investigator a virtual and contemporary walk-through of the crime scene as the event took place. Confident but overzealous witnesses who might otherwise lead an investigation down the wrong path can be easily discounted and more valuable witnesses prioritized as their observations more accurately parallel the actual events recorded to tape.

Recovering the Evidence

The recovery of video from a crime scene should follow scientifically accepted procedures, and officers should observe the chain-of-custody policies just as they would with any other physical evidence. Agencies should limit videotape recovery to properly trained officers thoroughly fa-

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miliar with standard operating procedures for the collection of media at a crime scene. The danger is that officers arriving on the scene of a robbery and eager to get a look at a suspect may accidentally damage or erase video evidence. Although everyone has handled videotapes at home, tapes found at crime scenes are evidence and need to be collected and handled as evidence by properly trained officers.

Recently, digital video recorders have begun rapidly replacing traditional analog VCRs in security systems and computers are quickly taking the place of tape machines. Recovery of video from these devices can be very difficult, often requiring law enforcement personnel to seize the hard drive or the entire computer system in order to retrieve and preserve the original evidence. Incorrect recovery practices of digital video evidence could render the exhibit worthless for follow up investigation and subsequent trial. To complicate the new technology further, there are currently no standards governing the design, installation, operation, or performance of digital recorders. Agencies need to provide specialized training for personnel tasked with the recovery of recorded media.

Another word of caution is also necessary. Well-meaning employees of businesses where digital video equipment is installed may offer to help in the evidence recovery; however, experience has shown that they can rarely provide the assistance required for the evidence seizure process. It is best to secure the equipment and wait for the specialist to recover the evidence.

Once retrieved, the recorded media must be handled in a manner to preserve chain of custody and to protect the integrity of the evidence. In the case of a VHS tape, for instance, the so-called record tab on the back of the cassette should be broken off to help prevent accidental recording. Again, department standard operating procedures should address the proper handling of evidence.

Making the Most of Video Evidence

An agency interested in developing a video support infrastructure should begin by identifying all current video applications within the agency. Many times existing personnel and equipment will be able to provide the expertise and technology necessary to assemble an effective video support system. The common uses of video in a police department include the following:

- Patrol vehicle in-car cameras
- Training
- Public affairs
- Robbery investigation
- Crime scene processing
- Undercover surveillance
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- Vehicle collision investigation

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- Interrogation
- Video lineup

An agency presently using video in any of these areas will likely possess many of the basic tools necessary for examining video evidence. Developing a comprehensive video support strategy can benefit all of these units, in turn maximizing the value of the agency's investment in video technology.

There are several levels of video support an agency might consider, depending on its specific needs and operation. The most basic level provides playback and duplication of tapes recorded within the agency; only a pair of VCRs compatible with the recording equipment and a monitor are required to provide this level of service.

With the addition of some relatively inexpensive video processing hardware, the capabilities of the system can be expanded to include the capture and printing of individual video images. A time base corrector (TBC) synchronizes and helps to stabilize video images; however, personnel using this equipment should be thoroughly familiar with its operation and officially trained in its proper use. Most TBCs also allow the user to make basic contrast, brightness, and color adjustments and can freeze a frame of video, which can then be printed. When printing a freeze-frame, specialized video printers should be used for the best results.

To facilitate the playback of video recorded on many commercial CCTV security systems, VCRs capable of playing time-lapse recordings should be considered. Multiplexers, devices that decode complex recordings from systems employing multiple cameras, may also be required. Unfortunately, security system vendors often market systems employing proprietary encoding, so several multiplexers may be necessary to accommodate the security systems in use in a given area.

The increasing popularity of digital video recorders (DVRs) has created additional challenges for law enforcement. Investigators arriving on a crime scene may encounter a CCTV system that does not use videotapes but rather records video directly to a hard drive or other digital storage device. Lacking industry standards or conventions, manufacturers of DVRs usually employ proprietary recording formats that require specialized software or hardware to play back the images recorded on these devices. Sometimes a portable VCR can be used to copy the necessary footage from the security system at the crime scene, but a conversion from the original proprietary file to an analog signal may result in significant loss of image quality.

The next level of support requires the acquisition of computer equipment and soft-

ware designed specifically for forensic examination of video images. These forensic video analysis (FVA) systems allow a trained operator to digitize analog video for processing with a number of computer applications. These tools can be used to clarify, stabilize, and reveal important details in the video. However, it is highly recommended that any system used for forensic analysis also have the ability to digitize the video without applying compression, a process designed to reduce file storage requirements. Compression of video files can result in the loss of important information in the recorded images, and seriously degrade the image quality and, therefore, the evidentiary value.

It is also important that the personnel operating this equipment are properly trained in its use and the legal issues involved. Forensic video analysis is recognized as a forensic science, and must be practiced with the same attention to detail as other forensic applications. The American Society of Crime Laboratory Directors Laboratory Accreditation Board (ASCLD/LAB) now includes forensic video analysis as an accredited discipline, a development that could have ramifications for agencies seeking accreditation for their crime laboratories. Documented training and demonstrable proficiency of forensic analysts is an important component of the accreditation program.

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Managing the Video

Whether an agency has a full-service forensic video analysis unit or just a pair of VCRs to copy the occasional tape, there is still the problem of storage. Department policies must address some basic storage concerns, including chain of custody and tape retention time.

Agencies using digital recorders in patrol vehicles or other applications, or using digital media recovered from a crime scene, may need to invest in a robust media management system to log, track, and store digital media in a manner that will not degrade the evidence. This virtual property room must be capable of storing media without applying compression or altering the files in any manner. A removable write-once read-many (WORM) medium like DVD-R can be used to archive evidence. Some commercial off-the-shelf media management systems specifically designed for evidence storage have recently come onto the market, and might be a good choice for some agencies.

Use in Court

Each agency will need to determine what local or state statutes require for tape retention. Since the end user of the evidence will be the state's attorney or local prosecutor in the courtroom, involving the

attorneys in how the evidence will be handled is important. Also, the police department will need to educate the prosecutors in how the evidence is identified, how it is collected and analyzed, how it is used in the investigative process, and how suspects are identified. Without buy-in from the prosecutors, the effort to obtain video evidence will not be presented in court.

Video and audio evidence can be among the most compelling exhibits a prosecutor can present at trial. With the growing use of CCTV and digital video surveillance systems, there is a wealth of evidence available to investigators. However, the proliferation of digital effects in motion pictures and television has given rise to some skepticism on the part of the courts, attorneys, and juries. Although a series of significant rulings have supported the use of digital imaging technologies, great care must be taken when preparing and presenting any case involving video evidence. A police officer may be qualified to testify to the recovery, chain of custody, and significance of the images on a tape but may be in trouble if asked on the witness stand to make expert opinions in highly technical areas.

Analog videotape has had a long, successful history with the courts; in part because of the broadcast television standards regulate the technology. As noted earlier, however, such standards have yet to be es-

tablished for digital video, leaving the technology vulnerable to possible challenges under *Frye* and *Daubert*, the tests courts apply to determine the admissibility of novel scientific evidence.⁵

¹ A carwash security camera in Sarasota, Florida, captured the abduction of 11-year-old Charlie Brucia on February 1, 2004. However, the video was not discovered until after an Amber Alert was issued the following afternoon. The carwash tape gave investigators their best lead in the case.

² A video camera at an apartment complex a block from the Alfred P. Murrah Federal Building in Oklahoma City caught the image of a Ryder truck shortly before a massive explosion destroyed the Murrah building on April 19, 1995. It was later determined the explosion was caused by a homemade bomb hidden in a Ryder truck.

³ After the annual Puerto Rican Day parade in New York's Central Park in June 2000, dozens of youths attacked women in the park, tearing off clothing and sometimes groping their victims. Home video seized from witnesses was the most important evidence in the investigation and subsequent arrests.

⁴ Northwestern University School of Law Center on Wrongful Convictions, *Police Experiences with Recording Custodial Interrogations*, by Thomas P. Sullivan (Evanston, Ill.: 2004); available at www.reid.com/SullivanReport.pdf.

⁵ *Frye v. United States*, 293 F. 1013 (DC Cir. 1923), sets out a test that scientific evidence must "have gained general acceptance in the particular field in which it belongs." *Daubert v. Merrell Dow Pharmaceuticals*, (92-102), 509 U.S. 579 (1993), deals with the admissibility of expert evidence under *Federal Rules of Evidence*, requiring that the expert evidence is "scientific knowledge" supported by validation, and the evidence must assist the court in understanding the evidence or determining a fact in issue.



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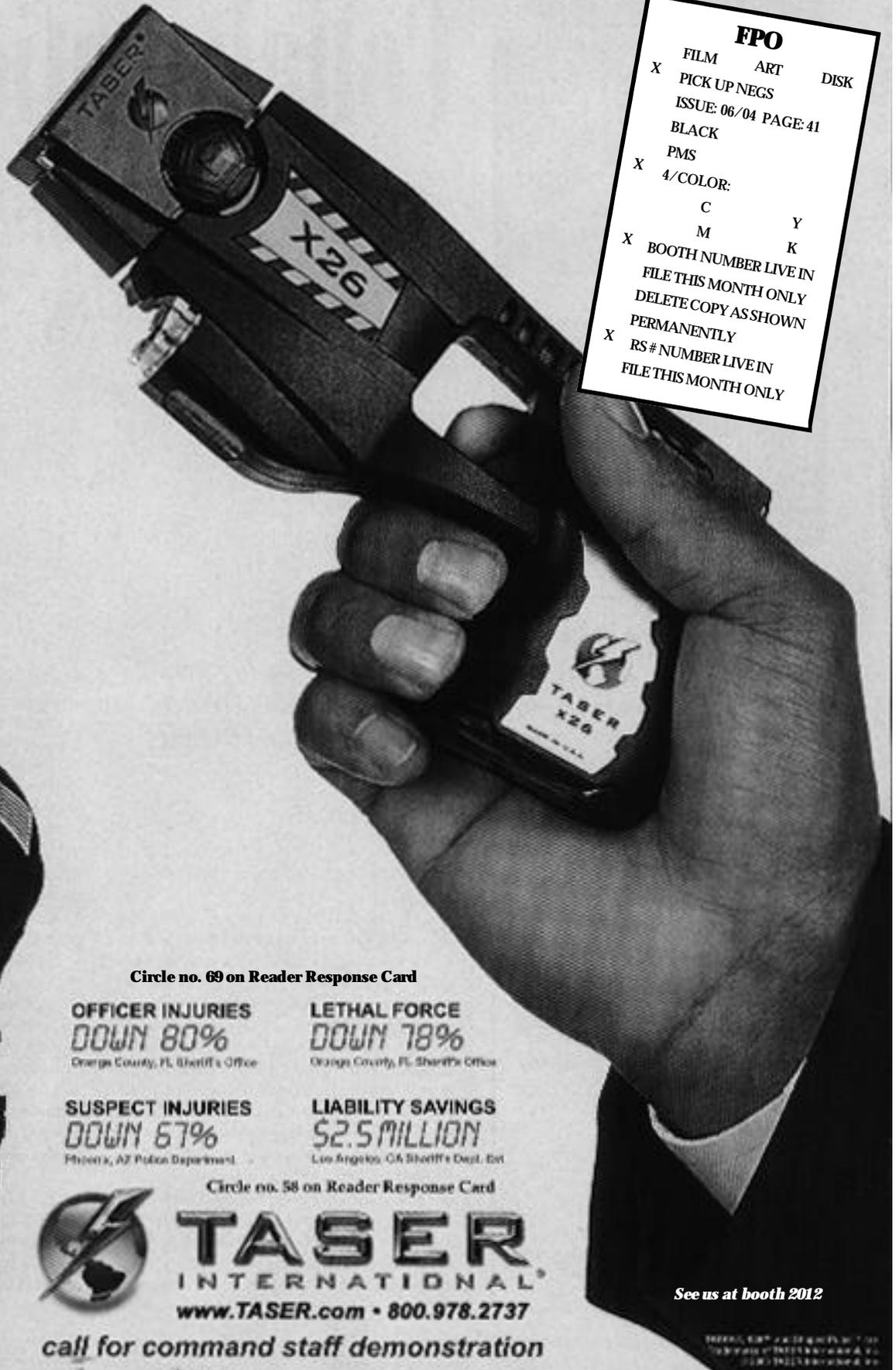
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Shared Responsibility

The Next Step in Professional Ethics

**By Patricia A. Robinson,
Ph.D., President, Coronado
Consulting Service, Sonoita,
Arizona**

Whenever an incident of unethical conduct, corruption, or brutality occurs in a department, not only are the employees in that department tainted by the actions of a few, but law enforcement as a profession is also tainted. An essential element of a profession is the requirement of self-policing and each officer and employee of a law enforcement agency has the shared responsibility of policing the actions of other employees.

Editor's note: Patricia A. Robinson, Ph.D., retired from the Madison, Wisconsin, Police Department in 2000 to become law enforcement education director for the state of Wisconsin. In that position she and her staff undertook a major overhaul and expansion of the basic training curriculum for the state. She is now president of Coronado Consulting Services, LLC, providing training and consulting to law enforcement agencies throughout the United States. She is a member of the IACP Police Image and Ethics Committee.

Addressing Misconduct

Police departments have put in place various programs to address misconduct by officers. These include requiring ongoing ethics training for officers, improving use-of-force policies and training, developing early warning systems to identify problem officers before serious incidents occur, and improving pre-employment screening of applicants. All of these programs reflect the reality of the 21st century: no matter where a police misconduct incident happens, it affects all of law enforcement.

The media attention to police misconduct is not likely to diminish in the future. If anything, it will increase: contemporary journalism rewards investigative reports, and sales of video recording devices are booming.¹ Continued reports of police abuses and continued blaming of all in the profession for the actions of a few are likely to lead to two results:

- Calls for more stringent civilian oversight of police
- More officers falling into the us-against-them trap

Neither of these results is good for the profession. Every time a scandal breaks, questions arise as to whether the police can adequately police themselves. Demands increase for close civilian oversight and for reducing the discretion given to officers. Yet a hallmark of a profession is that it operates under a code of ethics and applies internal discipline when its members violate that code. Abdicating that responsibility to others diminishes the profession and reduces effectiveness. The law enforcement profession must find ways to maintain autonomy while at the same time remaining accountable to the community.

Officers who repeatedly face criticism for the actions of other officers—especially when those other officers are in different agencies and even different states—can easily become frustrated and cynical. Ethics experts recognize that an officer who feels victimized is an officer at risk.² An officer who becomes disaffected from the public can all too easily become disconnected from the criminal justice system and the rule of law as well.

Efforts in police departments to combat police misconduct have focused largely on

accountability: holding supervisors responsible for the actions of their subordinates, putting in place systems to identify misconduct in the early stages and stop it before it

What Is a Professional?

- A professional is "a person whose work involves making judgments in situations where even knowing all the facts does not make it clear what would be the right course of action. . . . Professionals normally have a code of ethics, take the trouble to keep their knowledge and expertise up-to-date, and are paid [enough] to enable them to devote their time to using and improving their skills" (Social Care Association, glossary of social care terms, http://socialcaring.co.uk/glossary_p.asp, June 21, 2004).

- A professional is a person whose work "requires the consistent exercise of discretion in order to research, analyze, interpret, develop, and apply various criteria to nonroutine and nonmechanical processes" (Michigan Department of Civil Service, glossary of classification terminology, www.michigan.gov/mdcs/0,1607,7-147-6879_9325-18616--,00.html, June 21, 2004).

- A professional has "the following attributes: service orientation, making expertise available to others, based on a distinctive body of knowledge and skills underpinned by abilities and values, autonomy in performing work within defined boundaries, public recognition of the authority of the practitioner by virtue of working to ethical standards and being accountable" (Engineering Council of South Africa, glossary of education and training terms, www.ee.wits.ac.za/~ecsa/notes/glossary.htm, June 21, 2004).

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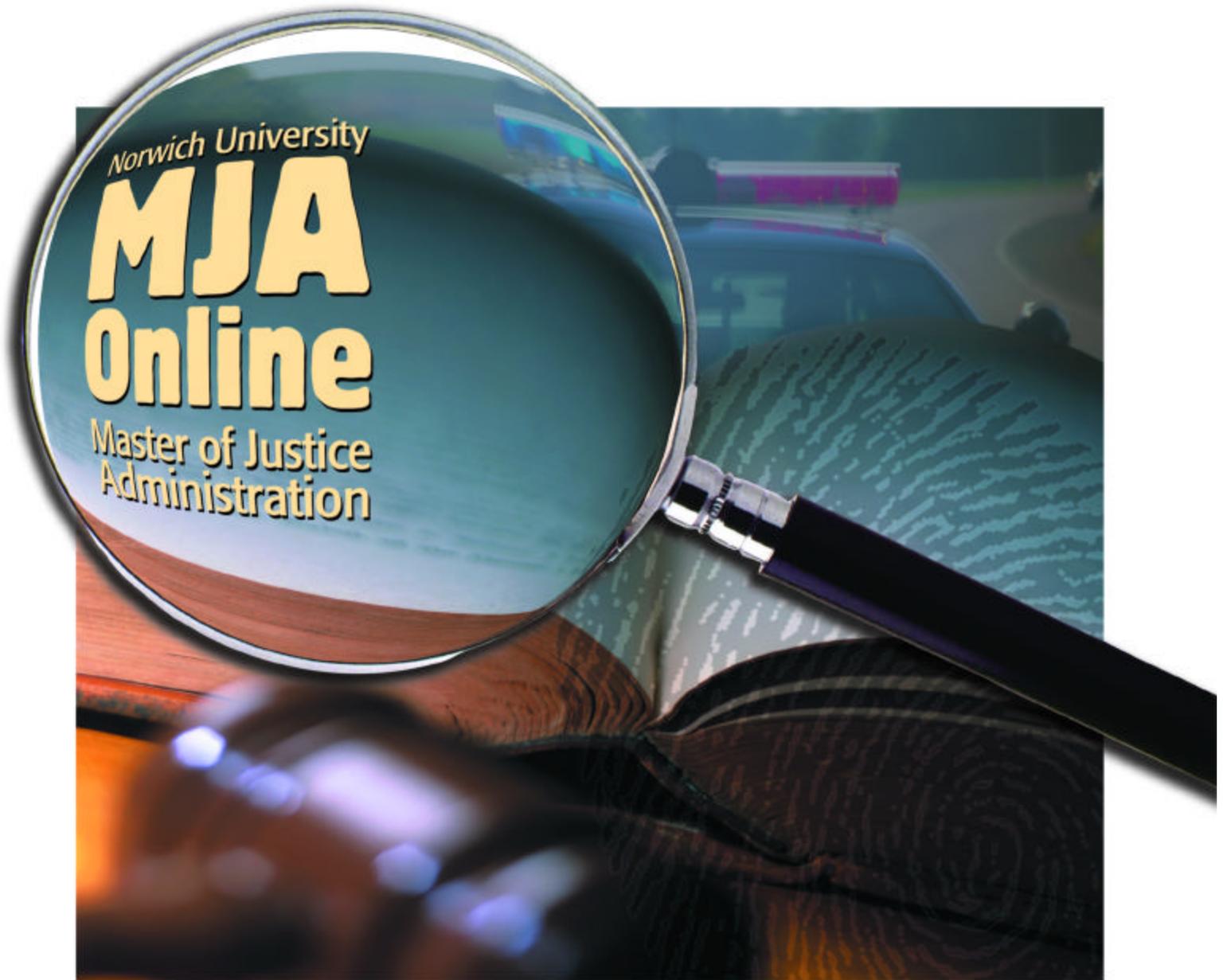
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becomes severe, and, in some cases, facilitating reporting of misconduct by establishing anonymous complaint procedures or protections for whistleblowers. These are important efforts, but in a real sense they come too late: misconduct has already taken place.

Shared Responsibility

A better approach to misconduct is to prevent it, and one way to do that is to embrace the concept of shared responsibility. Shared responsibility is now part of Wisconsin's basic police training curriculum, and trainers and supervisors there are building a base of experience and knowledge for implementation. Simply put, shared responsibility means that every officer involved in a police action (a call for service, a self-initiated stop or arrest, a citizen contact, a field interview) is

Is the Modern Police Practitioner a Professional?

Traditionally, a professional is

- a practitioner of a discipline,
- trained in a university over an extended period,
- controlled not by bureaucratic supervision but primarily internalized wisdom, knowledge, and skill as well as colleagues, and
- organized in an association that, supported by legislation, substantially controls entrance into the profession.

For a discussion of the history of the police profession, see American Bar Foundation, *Police Leadership in America: Crisis and Opportunity*, edited by William A. Geller (Chicago, 1985).

responsible for how the action is handled, not just the highest ranking or the most senior or the primary officer. The corollary of that concept is that any officer who sees another acting unethically or contrary to policy or law has an affirmative duty to intervene—regardless of relative rank or seniority.³ Intervention can take a variety of forms, from mild verbal admonishment ("Hey, Joe, take it easy. Don't let him get to you.") to actual physical intervention, which can include separating the officer from the subject.

The concept of shared responsibility builds effectively on already ingrained aspects of police culture. Cops watch out for each other in terms of physical danger all the time. It's a small step to extend that watchfulness to ethical danger as well. Cops are loyal to each other. What higher form of loyalty is there than preventing one's partner from doing something that could ruin

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his or her career or even result in prison time? Policing depends on teamwork. What better example of good teamwork is there than working together to ensure that an incident is handled the right way?

Law enforcement is an incredibly difficult job. No other occupation requires the correct application of complex principles and procedures to such a wide variety of situations, often with little time to make the decision and in the face of distraught, angry, and sometimes violent persons—knowing that others (including news reporters, managers, community leaders, jurors, and judges) will analyze the decision

in detail. And the stakes can be very high: a wrong decision can be catastrophic to the officer, his or her agency, and members of the public. As the world becomes more complex and dangerous, the decisions become harder and the ethical dilemmas more complex. Increased media scrutiny and rising expectations from the public leave officers little room for error. As the profession has evolved, the response to the ethical issues involved with the exercise of professional discretion must evolve as well.

Shared responsibility is the next step. It's no longer enough to rely on reactive strategies to address misconduct after the fact.

Law enforcement executives need to take proactive steps to prevent conduct that sets up a conflict between loyalty and truth.

Objections to Shared Responsibility

When law enforcement executives are presented with the idea of shared responsibility, the response often is, "Great idea. It'll never work." Most of the objections boil down to two:

- It will undermine the chain of command.
- The union will oppose it.

Some police chiefs contemplating the shared-responsibility concept foresee a reduction in discipline and effectiveness as rookie officers refuse to obey veteran sergeants, saying, "I don't think that's ethical." They imagine police responses that demand quick action and effective teamwork deteriorating into decision making by committee. And yet should junior officers stand by while senior officers take action that would land them and the agency on the front page of the newspaper as a police scandal?

Chiefs also assume that police unions will oppose any policy that makes officers accountable for the actions of others, particularly for the actions of their superiors. They anticipate that the union will fear that shared responsibility will put officers in a catch-22, in this case a situation presenting two equally undesirable alternatives: if they don't intervene, they'll be disciplined under shared responsibility, and if they do intervene, they'll be disciplined for insubordination.

Do these objections sound familiar? They should, because these same arguments were voiced against the idea of community policing and problem-oriented policing. Both of those policing models require officers to work proactively and on their own initiative to form partnerships and solve problems. When the concepts were introduced, police executives and middle managers feared that decentralizing decision making would lead to deterioration in discipline and constitute a failure of leadership. Many executives also expected unions to oppose this new style of policing because it expected officers to do more without more compensation. Yet over the years, skepticism has turned to enthusiasm from managers and the rank-and-file alike, as the programs have reduced crime, increased community support, and allocated police resources more effectively.

Implementing Shared Responsibility

Three approaches are key to successfully implementing shared responsibility in an agency: focus on prevention, provide training, and lead by example

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everybody benefits. The officer is prevented from committing an act that could risk a career, the department avoids liability and scandal, and police across the country are spared from having to overcome another publicized example of police abuse. Focusing on prevention means that officers should be supported when they reasonably choose to intervene, even with a higher-ranking officer. Failing to intervene should result in discipline only when the situation is clear-cut: a flagrant disregard for policy or law. The goal of shared responsibility, after all, is to foster teamwork and encourage officers to look out for each other, not to punish ethical officers for making good-faith decisions in complex and difficult circumstances.

Provide Training: Just as officers are not expected to adapt to new technology without proper training, the chief should not expect them to apply a new concept without training. But the training must be more than a read-through of a new policy or posting of a general order. The best kind of training for learning to apply shared responsibility is scenario-based training. Scenarios and simulations give officers the chance to practice responses to complex situations in a safe environment. The training can be as simple as classroom role-plays or as elaborate as full-blown simulated calls. In any case, it is important to put the officers in a situation where they have to act on a decision, not just talk about it. It's one thing for an officer to say, "Sure, I'd step in if I saw my lieutenant doing something wrong," and quite another to actually do it.

Practical simulations train the body and the mind together and allow officers to rehearse actions before the fact, when there may not be ample time to work through their reluctance to intervene with another officer. Be sure to include higher-ranking officers in the training as well. They need to be able to differentiate between insubordination and legitimate ethical intervention, and they need to model a positive response when another officer intervenes to prevent their simulated misconduct.⁴

Lead by Example: Supporting and participating in training is a good start. But good leadership demands more. As Gilmartin and Harris put it, police leaders "do not have the luxury of simply talking about ethics . . . they have to 'walk the talk'" and be day-to-day role models.⁵ Or as a member of IACP Police Image and Ethics Committee recently asked, "What message are we sending to our officers? Do the right thing? Or never embarrass the department?"⁶ Police executives must by their actions send the message that we all have to do the right thing, and that means we look out for each other at all ranks, both tactically and ethically.

Implementing shared responsibility means having the courage to do business a little differently, but the rewards can be enor-

mous: more trust, pride, and cohesiveness in the department, fewer incidents of misconduct, and more community support. Shared blame is already a fact of life. Embracing shared responsibility as a positive value is the next step in professional ethics.

¹ The Consumer Electronics Association predicts that 3.3 million camcorders will be sold in 2004; see www.ce.org/publications/books_references/digital_america/digital_imaging/digital_camcorders.asp, June 21, 2004.

² See Kevin M. Gilmartin and John J. Harris, "Law Enforcement Ethics: The Continuum of Compromise," *The Police Chief* 65 (January 1998); and National Ethics Institute, "The Corruption Continuum: How Organizations Become Corrupt," by Neal Trautman, www.ethicsinstitute.com/research2_1.htm (June 21, 2004).

³ In the Wisconsin curriculum, which teaches the familiar contact-officer, cover-officer model, this duty is referred to as contact-officer override.

⁴ For more information about shared-responsibility training scenarios, call or write to Dennis Hanson, director, Training and Standards Bureau, Wisconsin Department of Justice, P.O. Box 7070, Madison, WI 53707-7070; 608-266-7864; hansonde@doj.state.wi.us; or call or write to the author at Coronado Consulting Services, LLC, P.O. Box 795, 119 Wagon Wheel Lane, Sonoita, AZ 85637; 520-455-5546; probinson@coronadoconsulting.com.

⁵ Kevin M. Gilmartin and John J. Harris, "Law Enforcement Ethics: The Continuum of Compromise," *The Police Chief* 65 (January 1998): 28.

⁶ International Association of Chiefs of Police, Police Image and Ethics Committee, midyear meeting, April 23-25, 2004, Plano, Texas.



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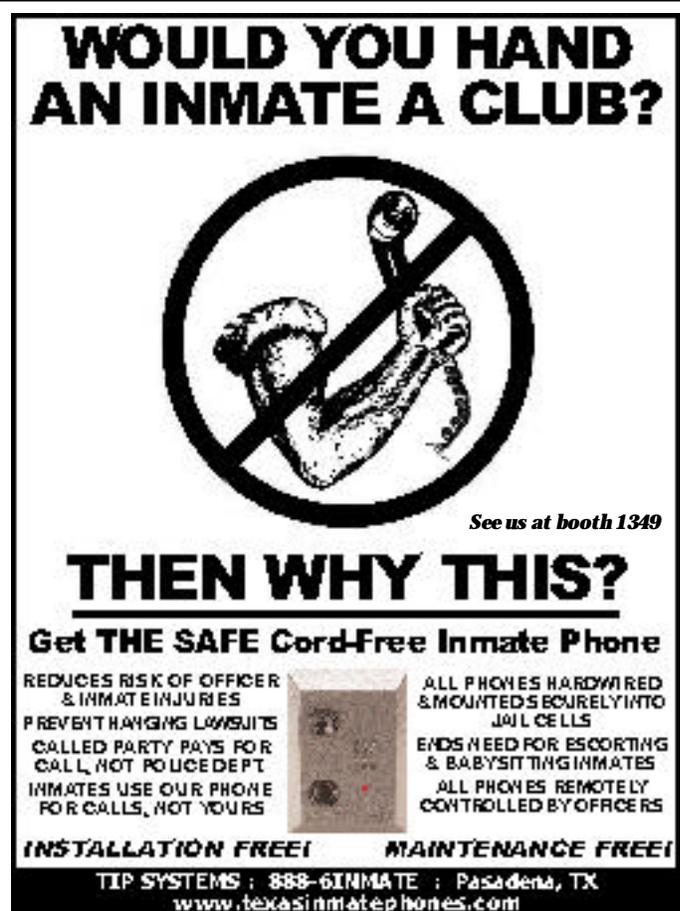
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University, East Lansing
Michigan**

A prominent police educator called the police chief position "the most difficult and demanding job in public administration today."¹ A government journal article about police chiefs is titled "Mission Impossible" for a number of very valid reasons.² Police chiefs have the only position without a peer group within their organizations; they are truly alone at the top of the organization. Often they hold the only position in the organization without job protections, yet they are asked to lead, to discipline, to take professional risks, and to create positive change.

The author has served in a police chief position for more than 15 years and has experienced a number of job-related pressures. As chief, the author also interacted with other chiefs who expressed frustrations and difficulties in their positions. Are our communities' police chiefs becoming "battle-weary executives" with unduly heavy burdens?³ To understand this dilemma the author conducted a survey to identify the following:

- What are the most common frustrations chiefs encounter?
- What successful methods do they use to cope with job pressures?
- What could be done to better support our chiefs and meet their professional needs, in the interests of greater success, higher productivity, and better health and well-being?

Following are the highlights from this survey and they clearly establish that the job of police

chief is rewarding and demanding. It is set apart from and quite different from all other ranks and assignments in the police organization.

The Survey

The sample group⁴ consisted of the police chiefs from 50 larger municipal police departments in Michigan, excluding Detroit.⁵ The police departments range in size from 45 sworn officers to 366 sworn officers, with community populations from approximately 20,000 to 198,000. The survey was anonymous, and all 50 chiefs were contacted in advance by telephone. They were advised of the nature of the survey, told to expect it in the mail soon, and asked to personally complete and return the survey instrument. Thirty-seven completed surveys were later received, for a return rate of 74 percent.

The group surveyed is indicative of an educated, impressive group of police professionals leading municipal police departments. Eighty-nine percent of the police chiefs hold at least a four-year college degree;

54 percent have a master's degree or law degree; and 3 percent have a doctoral degree. They have an average service of 5.4 years as police chief, with an average of 28.6 years as a law enforcement officer.

Disappointing, however, is their low level of job protection and job security as police chief:

- 46 percent have no job security and serve strictly as at-will employees.
- 24 percent report civil service job protection.
- 14 percent have a written contract for one to five years.
- 14 percent may be discharged for "just cause."
- 2 percent have union member protection.

Highlights of Chiefs' Views

A series of questions were designed to identify several aspects of being the chief executive officer of a department. Readers should consider these responses in light of their own personal experience.

Career Satisfaction: Although 97 percent of the respondents felt their law enforcement career had been a good choice and they would do it again, that same satisfaction was not related to the specific police chief position. In rating how "really satisfied" they are in their current job, on an increasing scale of one to 10, only 16 percent of police chiefs chose the top rating of 10. When asked, in looking at their overall career, to select the level or rank at which they felt the happiest and most satisfied, and when they had the most fun in their jobs, only 27 percent selected the "now, as chief" category. The largest response category to this question, 32 percent, selected "as sergeant." Other responses were mixed among other ranks.

How City Executives Can Help: The chiefs were asked what their immediate boss (city manager, mayor, and so on) could do to help them more in their jobs. Thirty percent responded that their boss could be generally more encouraging, empowering, and supportive; while 19 percent said they are satisfied that their immediate supervisor gives them the freedom and support that is necessary.

How Employees Can Help: When asked the same question about how police employees could better assist the chief, the largest response group, 22 percent, said that police employees could show a more positive outlook on the department and what's

good for the organization and community. Other responses include employees taking more responsibility for their actions; being more proactive and creative; and seeing the big picture and the social, political, and legal ramifications of their everyday actions as police officers.

One survey question asked directly, "What categories of people seem to cause you the most difficulty and frustration in your job?" Overwhelmingly, the police chiefs selected problem employees, followed closely by politicians and elected officials and media reporters. The chiefs reported personal stresses in numerous examples of administering discipline, meeting political resistance, or grandstanding by local politicians, and being misquoted or mischaracterized by reporters.

The Job's Personal Toll: The chiefs reported the most significant negative impact of their job on their personal lives as being "the all-consuming stress and constant responsibility of the job." A second response category expressed was "the excessive time demands of the job."

Similar responses were made to the question, "What do you look forward to most about your eventual retirement?" The police chiefs most commonly responded, "Having control over my own schedule and my own time with spouse and family."

A second reply was, "Getting away from the constant stress of personnel management and top responsibility."

The Positive Aspect of the Job: The police chiefs listed their most positive, enjoyable aspect of their chief's job as being able to make improvements and affect the department and officers in a positive way. A second significant response was helping people, solving problems, and making a difference in the community.

The Negative Aspect of the Job: The chiefs listed their most discouraging, dissatisfying aspect of their job as being the frustration of working in the political environment and dealing with politicians. The next most popular response was dealing with negative, resistant problem employees.

Handling Job Stress

When asked to whom they talk for advice, for support, or just to vent frustrations, 59 percent replied that they talk with other police chiefs, including retired or previous chiefs. Thirty-five percent indicated their spouse, family members, or close friends. Another frequent response was turning to prayer and faith.

It appears the police chiefs are making good choices in their methods of dealing with stress and job pressures. About 60 percent report dealing with stress by en-

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gaging in regular exercise, including jogging, walking, lifting weights, and participating in active sports. About 30 percent report spending quality time, including venturing, with spouse and family.

Advice to the New Chief

The respondents were asked for the one piece of advice they would give to a new police chief. Their largest response was to be calm and patient. This included going slowly and deliberately, and carefully evaluating the political environment, the organization, and the employees before instituting changes. Other responses include being honest, never compromising your integrity, developing good leadership work habits, preparing to be a political being, taking care of your personal self, and getting in touch with employees.

The Value of Police Chiefs

This survey established that police chiefs are an extremely important human resource. They provide a unique, beneficial service in leading police departments and protecting communities. Their special needs, frustrations, and problems are important to all of us in the continuation of our American way of life.

Several descriptive conclusions result from this study. Among them:

- Police chiefs, as evidenced by this Michigan sample, are a group of outstanding, professional leaders. They are highly educated and well seasoned in police administrative experience and overall law enforcement experience. They express important personal priorities such as integrity, community involvement, family, and faith.

- Police chiefs are challenged and fulfilled in their jobs, but not necessarily happy. Police work was more fun, and they were happier, when they were not chiefs.

- Police chiefs work in high-visibility, high-risk jobs with little or no job security. They regularly handle community and organizational conflict, and they are expected to implement needed, difficult social change, at great professional risk. The largest category of respondents on this issue, 46 percent, comprises so-called at-will employees who have virtually no job security.

- Police chiefs are cautious, patient, and deliberate when they make decisions and implement changes. This approach may be necessary for political bureaucratic survival, but it may also be detrimental to dynamic creativity and productivity in a rapidly changing society.

- Police chiefs receive considerable negative pressure and frustration in their jobs, primarily from three sources: (1) the political environment and dealing with local politicians, (2) negative personnel issues, includ-

ing problem employees and resistant police unions, and (3) news media reporters.

Supporting Chiefs

This exploratory research points the way to possible future improvements. These include the following:

- Police executive training targeted more specifically toward the identified police chief frustrations

- Organizational and legislative efforts toward an improved job security safety net system for this high visibility, high risk executive position

- More extensive research of the police chief leadership position and its needs

Although the survey uncovered some of the frustrations experienced by Michigan police chiefs, it also indicated that public safety in Michigan is in good hands.

¹ Louis Mayo, remarks at award presentation to Michigan State University Police, East Lansing, Michigan, January 2002.

² C. Mahtesian, "Mission Impossible," *Governing* (January 1997): 1-7.

³ L. W. Tuller, *The Battle-Weary Executive* (Homewood, Ill.: Dow Jones-Irwin, 1990).

⁴ The survey was conducted from October through December 2001, with responses received by the end of January 2002.

⁵ The Detroit Police Department was not included because of its extreme size (more than 4,000 sworn officers) and other apparent dissimilarities to the overall sample group.

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Who will be there?

Michael D. Brown, Under Secretary
Emergency Preparedness and Response

Adi Moncaz, Director
National Fire School
Israeli Fire and Rescue Commission

Meri K. Appy, President
Home Safety Council

Steven Foley, Deputy Director
Haz Mat Response Team Capital Police

Ben May, Manager
Public Relations, Disney, Inc

Rick Nunez, Executive Board Officer
National Association of Hispanic
Firefighters

Joseph F. Waeckerle, M.D., Editor Emeritus
Annals of Emergency Medicine

Dr. Anne Eyre, Crisis Management Consultant
Trauma Training, Warwickshire, U.K.

Alan Thomas, Jr., Captain
Special Operations Section
Toronto Fire Services

Eduardo Saavedra, Comisario,
Superintendent Federal de Bomberos, Argentina

Yves Desjardins, Directeur General
École nationale des pompiers du Québec

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Courtesy Baltimore Area Convention and Visitors Association



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PRODUCT update

The **Police Chief** keeps you on the cutting edge of law enforcement technology with monthly product announcements. For **free** in-depth information, visit us at <http://www.theiacp.org/freeinfo>, or circle the appropriate Reader Service Numbers on the Reader Response Card (adjacent to the index of advertisers in this issue), and fax or mail the postage-paid card today. Items about new or improved products are based on news releases supplied by manufacturers and distributors; IACP endorsement is in no way implied.

Aerial camera platform

Helinet Aviation Services announces the Helinet Cineflex HiDef, a lightweight, gyro-stabilized high-definition aerial camera platform. The product is designed to keep a broadcast-quality image steady even when operators are using maximum zoom. It is also designed to allow an air crew to use the platform to determine whether an object in a suspect's hand is a handgun or a cell phone while ground personnel review the same images in real time using Helinet's encrypted live microwave downlink system. The system is 14.5 inches in diameter, weighs 67 pounds, and features a digital servo control system, dual 32-bit proprietary DSP technology, a Sony HDC-F950 camera, and powerful zoom lenses.

For more information, circle no. 111 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

In-car video system

Decatur Electronics announces the launch of Gemini Digital, a ruggedly constructed digital video recording system designed to fit in the overhead area of the Ford Crown Victoria. The Gemini Digital system is supported by the GEM software solution and includes a robust hard drive, a digital video recorder, a 4.75-inch touch-screen monitor, and a Sony camera. Features include an overhead console, a turnkey data management solution, automatic deletion settings that operators control, and PreVu recording for capturing data before the officer knows it's needed. The system is designed to eliminate tape storage, to store evidence electronically, to automatically delete expired video, to automatically update in-car software with each download of evidence, and to allow users to share video evidence by e-mail.

For more information, circle no. 110 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

Internet activity tracer

New Technologies, Inc., a leader in the field of computer forensics, announces NTA Stealth, a software application designed to allow parole and other law enforcement officers to identify what Web sites a computer user has accessed and to what e-mail addresses a computer user has sent messages. The NTA Viewer (companion software to NTA Stealth) displays and analyzes the results generated by NTA Stealth, giving investigators a statistical frequency of Internet Web browsing and e-mail activity. NTA Viewer also creates custom reports and allows investigators to click on URLs (that is, Web site addresses) of interest.

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Investigation software

Xanalis announces Investigators' Desktop, software designed to collect, integrate, analyze, and share investigation information. The software is engineered to allow investigators to gather and organize structured and unstructured information from multiple sources such as phone logs, e-mail messages, word processing documents, invoices, external and internal applications and databases, and Web services. The software helps structure and manage information so phone calls can be automatically linked to people, and addresses to e-mail messages and invoices, tying together many levels of interaction between criminals involved in fraud, terrorism, and other illegal activities.

For more information, circle no. 113 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

Hands-free flashlight

Reliapon Police Products announce the PocketPro, a concealed light source designed to fit into a shirt pocket. Comparable in size to a tube of lip balm



but equipped with a super-brilliant LED bulb, PocketPro clips into a pocket, onto a belt, or onto a lapel for hands-free operation. The battery-powered light was

designed for use by law enforcement officers and others who require hands-free illumination while taking notes and executing other tasks in poor light. The rotating light arm adjusts up to 90 degrees, and the unit is available in red, white, blue, and green.

For more information, circle no. 114 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

Hand and fingerprint scanner

Smiths Heimann Biometrics announces the L Scan 1000P, a portable hand and fingerprint scanner designed to deliver high-quality images with a resolution of up to 1,000 pixels per inch at high speeds. The live-scanner device is designed to enable intelligence and police organizations worldwide to produce images that capture first- and second-level details such as sweat pores, tiny wrinkles, and fingerprint ridges. The device features solid casing and no moving parts. It is approximately the size of a desktop computer and weighs 35 pounds.

For more information, circle no. 115 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

Hazmat robot

PW Allen Incorporated, a manufacturer of specialized security equipment, announces Defender, an environmentally sealed remotely operated vehicle (ROV) designed to allow configuration with specific sensors for incidents involving potentially chemical, biological, or radiological devices. Defender has a distributed architecture with a digital bi-directional control system designed to allow bomb technicians to use various networked sensors, such as a chemical agent detector and a stethoscope, si-

PRODUCT update

multaneously. This design also provides significant stretch potential allowing advancements in sensor technology to be easily integrated into Defender's capabilities. Operators simply plug and play the robot, driving it from a PC-based control console.

Defender has up to five cameras, and the user can view multiple images on screen or switch between them.

For more information, circle no. 116 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

Last message replay software

Nice Systems announces its upgraded last message replay (LMR) application for public safety dispatchers. Nice's LMR is an integral part of the solution package that comes with Nice's Wordnet Series 3 and Mirra Series 2 voice recorders. The latest version of LMR is designed to allow users to manage all client applications from one central location, annotate call records to retain critical information, customize individual views to best suit their needs, save and load multiple calls, employ an optional LMR login to provide another layer of security in the absence of a workstation login, limit replay to current shift only to protect critical information, and search by complete or partial channel names in addition to channel numbers.

For more information, circle no. 117 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

Bicycle light battery

Nightsun, maker of high-performance bicycle lights, has introduced a new battery system that is compatible with all Nightsun two- and three-beam lights. The new battery is an 84-watt-hour

rechargeable lithium-ion (Li-Ion) unit that is being offered as an upgrade option on new systems, or as a replacement retrofit for all Nightsun 2 or 3 beam systems currently in use. Included with the Li-Ion battery package is a boost regulator designed to provide constant, steady, whiter, and brighter light output. An overnight plug-and-forget charger is also included. This new Li-Ion battery package offers longer runtime, up to seven hours, about twice as long as our highest capacity nickel-cadmium battery.

For more information, circle no. 118 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

Farm chemical security device

Castell Interlocks announces the NH₃ Amo-Lock, a security device designed to prevent the theft of anhydrous ammonia, which is used to make methamphetamine, from farms and fertilizer depots. The device fits on a storage tank's withdrawal valve to secure the contents in a field, at a fertilizer dealer, or in transit. Operation of the NH₃ Amo-Lock is designed not to require climbing onto the tank to install a cover or padlock. The operating key (valve handwheel) can only be removed when the valve is fully closed.

For more information, circle no. 119 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

Handheld GPS devices

Thales Navigation introduces the Magellan eXplorist series, three handheld GPS navigation devices designed to provide precise position fixes within three meters. Magellan's one-button access takes users directly to the most important functions: the

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menu, navigation screens, personal points-of-interest storage, "go to" routing, and the backlight. Each model stores up to 500 waypoints, 20 routes, and multiple track logs with up to 2,000 points each. Units come in bright blue, orange, and yellow exteriors and feature 2.3-inch diagonal LCD displays.

For more information, circle no. 120 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

Mobile command post

Halcyon Products announces its mobile command post, designed for use in emergency situations where the police officer in charge of an incident requires a mobile work area. Features included in the mobile command post are whiteboard and magnet board for easy diagramming of the scene; a work area large enough for a laptop and writing surface; a large compartment for storing files, communications equipment, and other emergency field items; a wheel assembly for easy portability to the incident scene; and a sturdy leg system for setting up the unit wherever required.

For more information, circle no. 121 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo



Battery selector for emergency vehicles

The Cole Hersee Company, a leading manufacturer of heavy-duty electrical and electronic products for the vehicle industry, offers the M-750, a series of six- to 36-volt battery selector and master disconnect switches for emergency vehicles. UL-listed and -labeled, the M-750 series switches can be surface-mounted or installed through a panel and are designed to





work in all types of emergency vehicles using two batteries. The M-750 series switches are designed to deliver backup starting power in an emergency, to enable two batteries to power independent loads, and to allow those batteries to be selectively charged. The switches operate as an emergency shut down, protecting against electrical fires, tampering, theft, and battery drain when the vehicle is unattended.

For more information, circle no. 122 on the Reader Response Card, or enter it at www.theiacp.org/freinfo

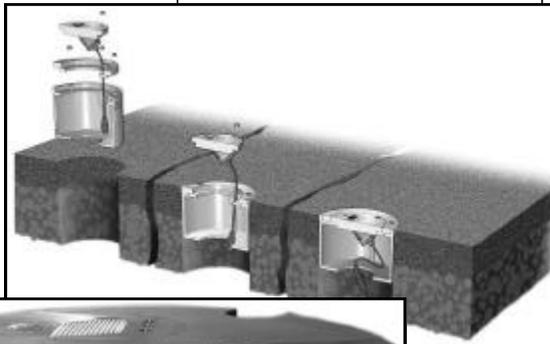
In-pavement light

The Traffic Safety Corporation announces the TS600, a fully flush directional in-pavement light developed especially for use in snow areas. It is designed to sit 0.00 inches above

grade and to prevent no obstacle to snowplows, cars, trucks, motorcycles, bicycles, and pedestrians. The fixture features a self-cleaning design that keeps the lens free of dirt and debris. The T600s are appropriate for dynamic traffic management systems in school zones, in work zones, on on-ramps, and at

railroad crossings warning systems.

For more information, circle no. 123 on the Reader Response Card, or enter it at www.theiacp.org/freinfo



Motorcycle antilock brakes

Harley-Davidson announces an optional antilock braking system (ABS) on three police motorcycle models in the 2005 model year. The ABS is designed to give motor patrol officers maximal braking effect without wheel lockup in all-weather emergency situations, especially on slick roads. The system retains traditional independent front and rear wheel braking control. The Harley-Davidson ABS will be offered on the FLHTPI Electra Glide and FLHPI Road King police models, and on the California FLH-PEI Escort model. The system will not be offered with Harley-Davidson Police Sidecar installations and will not be available on the XLH Sportster 883 police model. Also new for 2005, Peace Officer Special Edition

motorcycles will feature updated tank graphics.

For more information, circle no. 124 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

Firearm tether

Hammerhead Industries announces the latest additions to its Gear Keeper line: retracting tethers for firearms. Designed to help officer prevent loss of their weapons during tactical situations, the tethers are spring-loaded self-retracting security systems for both sidearms and shoulder arms. The sidearm tether comes in two models, low force (with just three ounces of retraction power) and high force (24 ounces). Both models mount to the wearer's duty belt and feature a quick-disconnect system for fast detachment when needed.

For more information, circle no. 125 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

Bollards

URBACO, a market leader in access control systems, announces its line of hydraulic retractable bollards, short posts set at intervals to exclude vehicles from high-security areas. Designed to protect strategic sites against ramming, these high-security bollards are designed to withstand the impact of a seven-ton truck moving at 30 miles per hour. Bollards can be up to up to 35 inches high and are wrapped in steel covers. A large part of the bollard is firmly held by the jacketed assembly of two cover pieces, totaling nearly 12 inches. Installation requires minimal space below ground level.

For more information, circle no. 126 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

Computer evidence recovery device

Logicube introduces the Forensic MD5, a computer evidence recovery device engineered to meet law enforcement agencies' exacting standards. This high-speed hardware-based, data acquisition system runs at three gigabytes per minute, simultaneously capturing, imaging, verifying, and keyword-searching data at full speed. The MD5 is designed to ensure that court-validated processes are followed each and every time. The system's unidirectional, non-tampering drive-capture ensures exact bit-for-bit duplication and verification of data including deleted files, hidden files, and file slack. To ensure that the user cannot overwrite or corrupt the suspect's drive, the system copies only from an external source.

For more information, circle no. 127 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo



Handheld thermal imager

Bullard introduces Tacsight, a handheld thermal imager engineered for all major law enforcement applications: tactical, patrol, surveillance, investigation, and search and rescue. Designed for simple operation and optimal flexibility, this expandable product allows law enforcement to configure a tool specifically to meet their individual requirements. Optional accessories include a fully integrated wireless transmitter, a receiver package for monitoring and recording, a vehicle mount system for recharging, a display control switch to minimize illumination of the operator, an attachable monocular eyepiece, and a handheld receiver for remote monitoring.

For more information, circle no. 128 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

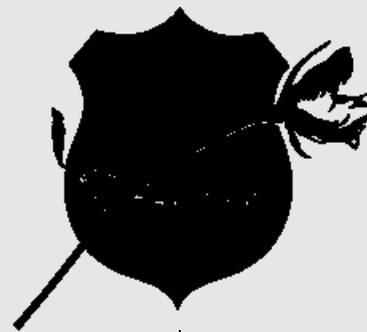




The IACP Financial Review Committee met at IACP headquarters in Alexandria, Virginia, June 25–26, 2004, to review the IACP's operating budget for 2004–2005. After consideration by the committee, the budget was finalized for presentation to the IACP Board of Officers and the IACP Executive Committee during their August meetings. The budget, once adopted in August, becomes the operating budget for the IACP from October 1, 2004, through September 30, 2005. Pictured above, clockwise around table from top left: Sandra Colombo, executive assistant to the executive director; Michael J. Carroll, sixth vice president, IACP, and chief of police, West Goshen Township, Pennsylvania; Walter McNeil, member, IACP Executive Committee, and chief of police, Tallahassee, Florida; Mary Ann Viverette, second vice president, IACP, and chief of police, Gaithersburg, Maryland; Carl Wolf, vice president-treasurer, IACP, and chief of police, Hazelwood, Missouri; Joseph G. Estey, first vice president, IACP, and chief of police, Hartford Police Department, White River Junction, Vermont; Edmund H. Mosca, member, IACP Executive Committee, and chief of police, Old Saybrook, Connecticut; Craig Steckler, member, IACP Executive Committee, and chief of police, Fremont, California; Daniel N. Rosenblatt, executive director, IACP; and Eugene R. Cromartie, deputy executive director and chief of staff, IACP. Not pictured: Michele Henry, director of finance, administration, and personnel, IACP.



IACP First Vice President Joseph G. Estey (foreground) and Vice President–Treasurer Carl Wolf at the June 2004 IACP Financial Review Committee meeting.



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 Sheriff David Paul Grant
Tuolumne County, Calif., Sheriff's Office

Date of death: May 31, 2004

Years of service: 28

Sergeant Clifton Rife II
Washington, D.C., Metro Police Dept.

Date of death: June 2, 2004

Years of service: 13

Patrol Officer Michael H. Wise II
Reading, Penn., Police Dept.

Date of death: June 4, 2004

Years of service: 2

Police Officer Mark Anthony Sawyers
Sterling Heights, Ill., Police Dept.

Date of death: June 5, 2004

Years of service: 3

Deputy Sheriff Michael Arruda
Los Angeles County Sheriff's Dept.

Date of death: June 15, 2004

Years of service: 13

Sergeant Andy Bailey
Jackson, Tenn., Police Dept.

Date of death: June 17, 2004

Years of service: 30

Officer Charles Robert Bennett
Birmingham, Ala., Police Dept.

Date of death: June 17, 2004

Years of service: 2

Officer Harley Chisholm III
Birmingham, Ala., Police Dept.

Date of death: June 17, 2004

Years of service: 5

Officer Carlos Owen
Birmingham, Ala., Police Dept.

Date of death: June 17, 2004

Years of service: 27

National Law Enforcement Challenge: 2003 Winners Announced

By Rick Larson, Program Manager, IACP

The results are in and the winners of the 2003 IACP National Law Enforcement Challenge (formerly known as the IACP National Chiefs Challenge) awards have been notified. If you haven't heard about the Law Enforcement Challenge by now, read on and discover the rewards that traffic safety enforcement hold for your department.

The Law Enforcement Challenge, operated by the IACP in partnership with the National Sheriffs' Association, is a national highway safety competition developed under a grant from the National Highway Traffic Safety Administration (NHTSA) and designed to encourage departments to step up enforcement in the target areas of impaired driving, occupant protection, and speed enforcement. Agencies compete against like-sized agencies and are judged on several categories:

- Policy statements
- Officer training
- Public information and education
- Enforcement activity
- Program effectiveness
- Quality of application documents

Agencies interested in applying for the Law Enforcement Challenge should write to the author at larsonr@theiacp.org for an official application form. The application process is simple. Submit a (maximum one-inch) binder with the completed application form and appropriate supporting material for describing the agency's programs and campaigns. Examples of suitable material include press clippings, photos of enforcement events, single samples of public information and education efforts, and charts or graphs illustrating the results of enforcement activities.

A judging panel composed of law enforcement representatives, traffic safety professionals, and concerned corporate partners review all qualifying applications and refer the top candidates for final approval by the IACP Highway Safety Committee at its midyear meeting in June. The winning agencies are notified by mail, and the first-place winners in every category receive free registration for the next annual IACP conference, round-trip airfare to the conference city, and three nights' hotel stay in the conference city for one person. All winning agencies are recognized at an official awards breakfast during the conference week. Finally, during this awards breakfast, all first-place winners have the chance to win the use of a fully outfitted Ford Excursion for one year, courtesy of Ford Motor Company.

Congratulations to the following winners for the 2003 enforcement year:

Municipal Agencies

• 1-10 sworn officers

First: West Point, Va., Police Dept.
Second: Sneads, Fla., Police Dept.
Third (tie): Blountstown, Fla., Police Dept.; and East Hazel Crest, Ill., Police Dept.

• 11-25 sworn officers

First: Glen Carbon, Ill., Police Dept.
Second: Olney, Ill., Police Dept.
Third (tie): Lake Clarke Shores, Fla., Police Dept.; and Adel, Ga., Police Dept.

• 26-50 sworn officers

First: Tarpon Springs, Fla., Police Dept.
Second: New Lenox, Ill., Police Dept.
Third: Algonquin, Ill., Police Dept.; and Villa Park, Ill., Police Dept.

• 51-100 sworn officers

First: Winter Park, Fla., Police Dept.
Second: Greenbelt, Md., Police Dept.
Third (tie): Harrisonburg City, Va., Police

Dept.; Mount Prospect, Ill., Police Dept.; and Redwood City, Calif., Police Dept.

• 101-250 sworn officers

First: Port Saint Lucie, Fla., Police Dept.
Second: Schaumburg, Ill., Police Dept.
Third (tie): Roanoke, Va., Police Dept.; and Palm Beach Gardens, Fla., Police Dept.

• 251-500 sworn officers

First: Springfield, Ill., Police Dept.
Second: Hollywood, Fla., Police Dept.
Third: Chesterfield County, Va., Police Dept.

• 501-1,000 sworn officers

First: Colorado Springs, Colo., Police Dept.
Second: Tulsa, Okla., Police Dept.
Third: Fresno, Calif., Police Dept.

• 1,001-2,000 sworn officers

First: Atlanta, Ga., Police Dept.
Second: El Paso, Tex., Police Dept.
Third: City of Miami, Fla., Police Dept.

• 2,001 or more sworn officers

First: Los Angeles, Calif., Police Dept.
Second: Chicago, Ill., Police Dept.

State Agencies

• 1-250 sworn officers

First: Wyoming Highway Patrol

• 251-500 sworn officers

First: Alaska State Troopers

• 501 - 1,000 sworn officers

First: Georgia State Patrol

• 1,001-2,500 sworn officers

First: Arizona Department of Public Safety
Second: Virginia State Police
Third (tie): Maryland State Police; and Florida Highway Patrol

• 2,501 or more sworn officers

First: California Highway Patrol
Second: New York State Police
Third: Pennsylvania State Police

Sheriff's Offices

• 1-10 sworn officers

First: Essex County, Vt., Sheriff's Office

Second: Taliaferro County, Ga., Sheriff's Office

Third: Washington County, Vt., Sheriff's Office

• 11-25 sworn officers

First: New Kent County, Va., Sheriff's Office

Second: Franklin County, Ga., Sheriff's Office

Third: Grand Isle County, Vt., Sheriff's Office

• 26-50 sworn officers

First: Livingston County, Ill., Sheriff's Office

Second: Tift County, Ga., Sheriff's Office

Third: Ogle County, Ill., Sheriff's Office

• 51-100 sworn officers

First: Frederick County, Va., Sheriff's Office

Second: Kankakee County, Ill., Sheriff's Office

Third: Madison County, Ill., Sheriff's Office

• 101-250 sworn officers

First: Forsyth County, Ga., Sheriff's Office

Second: Martin County, Fla., Sheriff's Office

Third: Leon County, Fla., Sheriff's Office

• 251-500 sworn officers

First: Osceola County, Fla., Sheriff's Office

Second: Will County, Ill., Sheriff's Office

Third: Hall County, Ga., Sheriff's Office

• 501-1,000 sworn officers

First: Collier County, Fla., Sheriff's Office

Second: Pinellas County, Fla., Sheriff's Office

Third: Polk County, Fla., Sheriff's Office

• 1,001-2,000 sworn officers

First: Hillsborough County, Fla., Sheriff's Office

Second: Palm Beach County, Fla., Sheriff's Office

Third: Orange County, Fla., Sheriff's Office

University and College Police

First: Florida State Univ. Police Dept.

Second: Univ. of Richmond Police Dept.

Third: Univ. of North Florida Police Dept.

State Chiefs of Police Associations

First: Virginia Assn. of Chiefs of Police

Second: Vermont Assn. of Chiefs of Police

Multijurisdictional Initiatives

First: Avoid the 21, Calif.

Second: Marion County, Ind., Traffic Safety Partnership

Third: Metro Atlanta, Ga., Heat

Tribal Police

First: White Earth Tribal Police Dept.

Special Enforcement

First: Vermont Police Dept. of Motor Vehicles

Second: Maryland Transportation Authority Police Dept.

Private Police

First: Institute of Police Technology and Management, Fla.

Championship Class (First-place winners from last year's challenge)

First: Buffalo Grove, Ill., Police Dept.

Second: Fairfax County, Va., Police Dept.

Third: Jacksonville, Fla., Sheriff's Office

Fourth: Naperville, Ill., Police Dept.

Fifth (tie): North Dakota Highway Patrol; and Lake Zurich, Ill., Police Dept.

Special Awards

• Clayton J. Hall Memorial

West Point Police Dept., Va.

• First-Time Entry

Glen Carbon, Ill., Police Dept.

• Child Passenger Safety

California Highway Patrol; and Fairfax County, Va., Police Dept.

• Impaired Driving Enforcement

Fairfax County, Va., Police Dept.; and Avoid the 21, Calif.

• Occupant Protection

Port Saint Lucie, Fla., Police Dept.

• Speed Awareness

Kissimmee, Fla., Police Dept.

• Underage Alcohol Prevention

Madison County, Ill., Sheriff's Office

• Technology

Valdosta, Ga., Police Dept.

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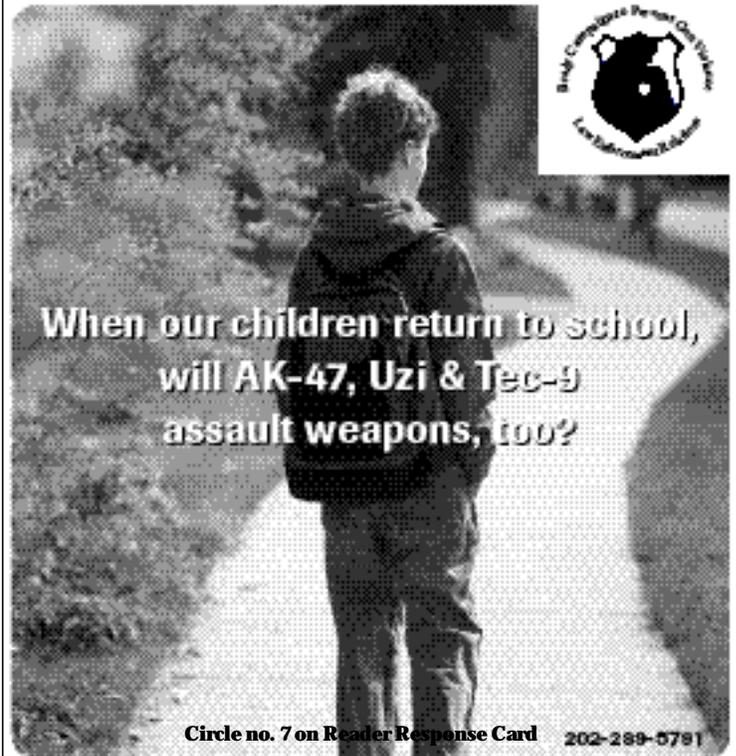
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On September 13, the Federal Ban on Assault Weapons will expire. Law enforcement organizations, associations and labor unions support the re-authorization of this crime control and officer safety legislation. Log onto our website to learn more about the sunset of the Assault Weapons Ban and sign our petition to show Congress and the White House that law enforcement professionals across America support the re-authorization of the Assault Weapons Ban. See us at booth 2625



By Anna Knight, Club Administrator, and Ron McBride, Chief of Police (Ret.) and Law Enforcement Consultant

The IACP/DuPont Kevlar Survivors' Club® pays tribute to those deserving of officers who have avoided serious or potentially fatal injuries through the use of any kind of body armor. This column is dedicated to sharing their experiences, in hopes of persuading others to wear their armor. If body armor has helped you or a member of your department survive such an accident or assault, please contact Anna Knight, Club Administrator, IACP/DuPont Kevlar Survivors' Club®, 5401 Jefferson Davis Highway, Richmond, VA 23234; 804-383-3853; 800-441-2746; fax: 804-383-2477; e-mail: Anna.G.Knight-1@USA.dupont.com.

The Survivors' Club application is also available on the IACP's Web site, www.theiacp.org, under Awards/Survivors' Club.

North Carolina Deputy Sheriff Survives Shooting at Close Range

When Deputy **Kenneth E. Davis** of the Forsyth County Sheriff's Office in Winston-Salem, North Carolina, and another deputy sheriff found a man sleeping inside a car in a field near a residential area, they woke him and asked him to step out of the vehicle. The man appeared to be complying with their instructions. Instead, he drew a .22-caliber hand-

gun and fired three times at Davis from a distance of less than five feet.

Two of the bullets struck Davis. One hit his badge, and the second hit the bottom of his shirt's left breast pocket. Deputy Davis's protective body armor stopped both rounds. He was transported to a regional trauma center where he was medically evaluated and determined to have suffered a superficial bruise. Davis was released from the hospital later the same day with no medical restrictions and returned to full duty in less than two weeks.

The shooter fled the scene on foot. When police found him in a wooded area nearby, they discovered that he had sustained a self-inflicted gunshot wound to the head. Investigators learned that the suspect had a criminal history and was under the influence when he shot Davis. The suspect received emergency medical care but died five days later.

New Hampshire Officer Attacked by Professional Boxer

After performing a field sobriety test on a motorist, Officer **Judy E. Estes** of the Belmont, New Hampshire, Police Department determined that the suspect, who had given a false identity, was under the influence of alcohol and attempted to arrest him. The suspect launched a vicious attack against her, striking the officer's head and face.

The attack knocked Estes to the pavement, and the suspect began kicking her in the torso. A female passenger in the suspect's vehicle pleaded with the suspect to stop the assault on the officer. Officer Estes recognized the name the female passenger shouted and realized that she was up against a professional boxer who had a criminal history that included prison time. He had been convicted of the attempted murder of a police officer.

Estes used pepper spray against her assailant, but the suspect did not immediately relent and continued punching and kicking her. The suspect suddenly broke off the attack and then fled the scene in his vehicle with the female passenger.

Although severely battered, Estes broadcast an alert. Soon afterward the suspect was involved in a crash and fled on foot. The female passenger was abandoned in the wrecked vehicle. She had suffered non-life-threatening injuries. Officer Estes and the female passenger were hospitalized for examination and treatment of their injuries.

Chief **Vincent A. Baiocchetti** reported that Officer Estes was protected by her personal body armor from more serious physical injuries; that allowed her to stay engaged by co-

ordinating other police units until the suspect vehicle was located at the crash scene.

The suspect turned himself in some hours later and is awaiting trial on charges that include felony assault and escape. He faces 20 to 40 years in prison. Officer Estes recovered from her injuries and returned to full duty.

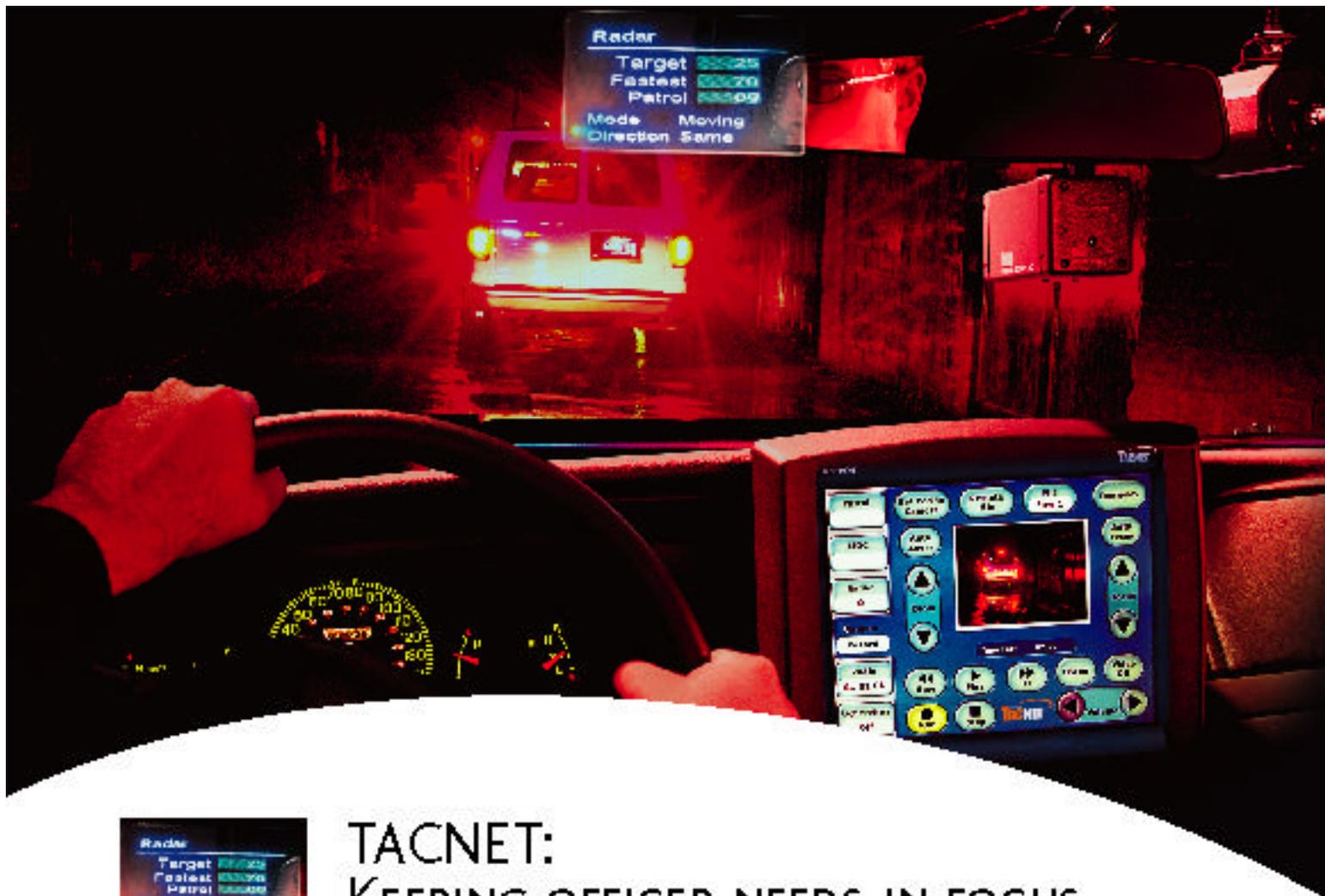
Vest Protects Boston Police Officer from Gunfire

Officer **Kevin Ford** of the Boston Police Department was a member of a special operations team helping the Massachusetts State Police execute a search warrant seeking illegal drugs and firearms. Ford carried a ballistic shield on the entry team. After breaching the front door and deploying a distraction device, the team moved inside. An assailant in a bedroom shot Ford with a .45-caliber pistol. The bullet struck and was stopped by Officer Ford's tactical ballistic vest.

Ford continued after being hit by gunfire and completed the arrest of his assailant. He then announced to his colleagues that he had been hit and was subsequently transported for medical care. The attending physician discovered a significant laceration and a severe bruise. The doctor told Officer Ford that had it not been for his ballistic vest the gunshot wound have been fatal. The hospital released Ford two hours later.

The search team found the weapon used to shoot Officer Ford, several ounces of high-grade marijuana, and \$1,600 cash. The suspected shooter, a 27-year-old man with a prior arrest, was charged with the attempted murder of Officer Ford and related drug and weapons charges. He is awaiting trial. Officer Ford returned to duty with the special operations team two months after the shooting.

Although manufacturers of bullet-resistant vests engineer their products to meet ballistic standards, history shows that such garments also provide limited protection against other threats, such as club and knife assaults (will not protect against sharp, pointed knives or ice picks), automobile accidents, motorcycle spills, falls, fires, explosions, etc. Nothing offers total protection, but personal body armor will improve the odds of surviving many of the life-threatening incidents constantly facing law officers.



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The Police Chief

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