

An aerial night photograph of Philadelphia, Pennsylvania, showing the city's lights, the Schuylkill River, and the University of Pennsylvania campus. The image is used as a background for the magazine cover.

# The PoliceChief

THE PROFESSIONAL VOICE OF LAW ENFORCEMENT

AUGUST 2013

**120th Annual  
IACP Conference**  
Philadelphia, Pennsylvania

**Inside:**

International Policing

Globalization of  
Organized Crime

Natural Disaster Response



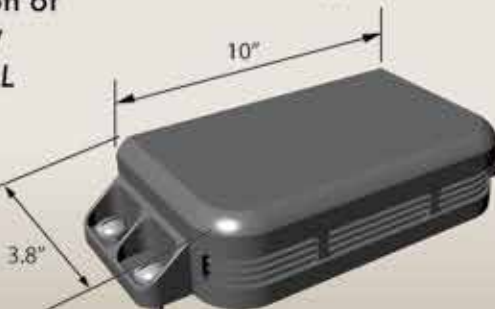


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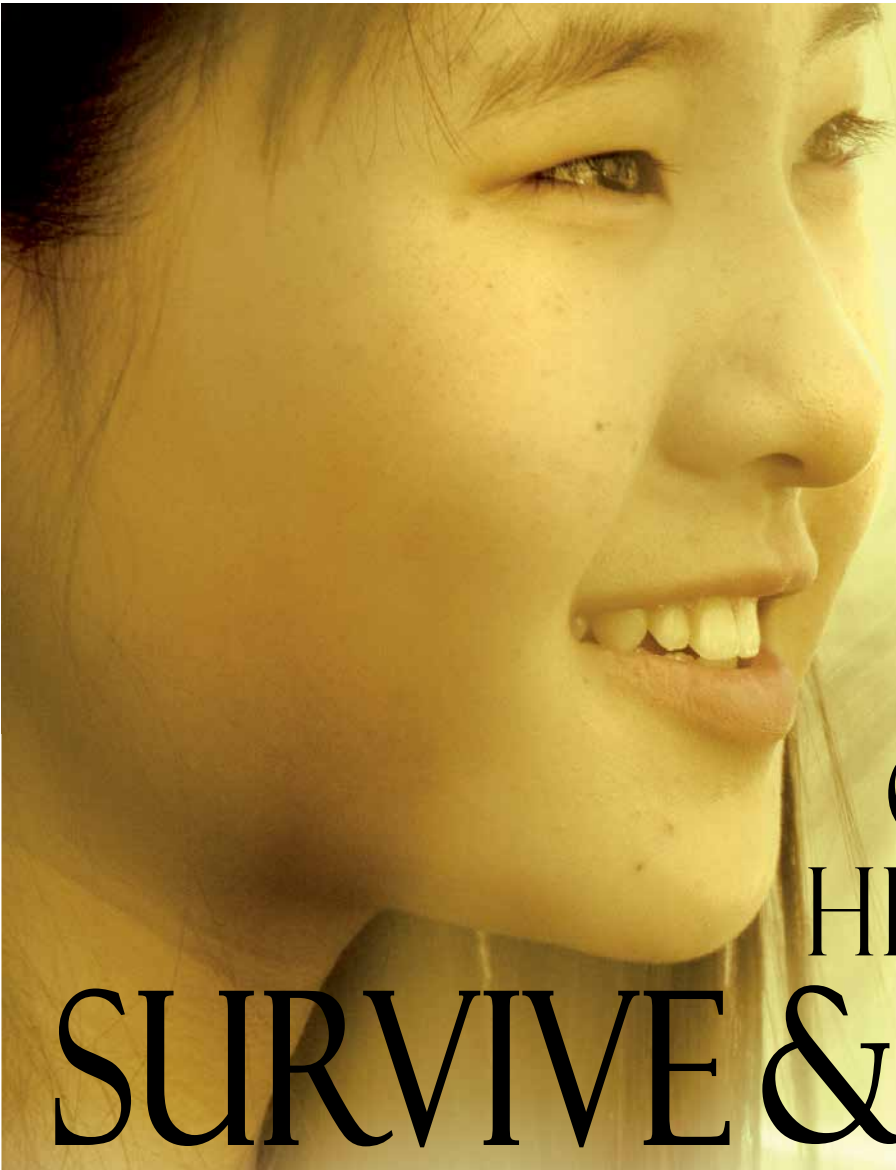


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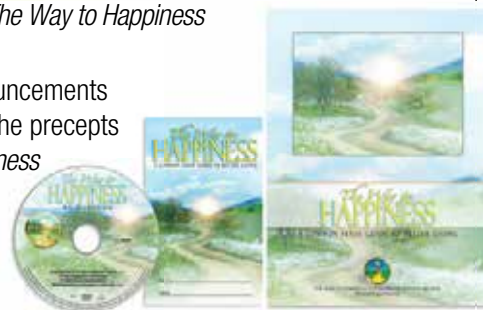
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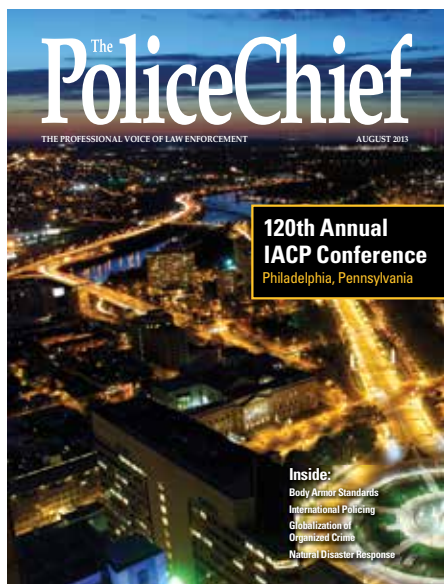
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# The Police Chief

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## Think Globally, Get Active

The IACP is an international organization supporting the leaders of today and developing the leaders of tomorrow. While the core of the IACP membership comprises U.S. police leaders, I am proud to say we have members in over 100 different countries.

The international component of the IACP is more important than ever before. Law enforcement issues are no longer isolated to one country or geographic area. International organized crime, terrorism, and cybercrime have and can emanate from anywhere in the world. Advances in technologies have provided law enforcement agencies with great tools to enhance investigative techniques, analyze volumes of data, connect databases, and share information. Conversely, it has given the criminal element the opportunity to conduct criminal activity from anywhere in the world utilizing something as simple as a laptop connected to the Internet.

Cybercrime, identity theft, and credit card fraud are occurring all over the world. Human trafficking, child pornography, and illicit drug trafficking and its associated violence seem to have no end to their victims and horrors. The IACP continues to address the challenges associated with these issues through various methods and partnerships.

To enhance our regional assistance and outreach, the IACP selects a senior policing official from each of seven regions – North America, Central America and the Caribbean, South America, Europe, Middle East and North Africa, Sub-Saharan Africa, and Asia and the Pacific. At this time, our world regional office chairs are located in Ontario, Canada; Nassau, Bahamas; Bogota, Colombia; Tallinn, Estonia; Doha, Qatar; Kigali, Rwanda; and New Delhi, India.

In addition to maintaining world regional offices, the IACP continues to provide police executives around the world with the opportunity to come together and learn from one another at various regional training conferences. Later this month, the IACP will hold its 11th IACP South American Executive Policing Conference in Rio de Janeiro, Brazil, and in September we will hold the 11th IACP Asia & Pacific Executive Policing Conference in New Delhi, India. Next year, the IACP is planning on holding three international conferences. The conferences will take place in Kigali, São Paulo, and Pereira, respectively.

In addition to our international conferences, our annual conference is right around the corner. We have a great line-up of events and have already

had numerous people register from the United States and abroad. Amongst the myriad meetings held at our conference is that of the International Policing Division Steering Committee (IPDSC), which serves to advise the international vice president and, in turn, me on international policing issues. The committee consists of 43 seats, including 14 world regional representatives, 6 members at-large, and 18 national and transnational organization representatives. The committee includes an impressive roster of executives representing international, regional, and federal organizations including but not limited to representatives from Interpol, Europol, the United Nations, the Association of Caribbean Commissioners of Police, and the Pacific Island Chiefs Association. This meeting is open to observers, so anyone who is joining us in Philadelphia, October 19-23, 2013, for the 120th Annual Conference and Exposition, should consider this as an opportunity to network with senior law enforcement officials from around the world.

Working closely with the IPDSC is a D.C.-based group that serves as the advisory board to address global policing issues on a quarterly basis. The International Policing Division Steering Committee – Advisory Committee comprises agency officials, liaison officers, and police attachés working in the Washington, D.C., metro area who are willing and interested in sharing

and discussing international policing issues three to four times a year. These meetings allow for the discussion of topics that can later be presented to the larger IPDSC and, as such, play a crucial role in the work of IACP. In this way, we are in constant communication and dialogue with police agencies around the world.

With support from the U.S. Department of State, Bureau of International Narcotics and Law Enforcement, the IACP has also become involved in providing training internationally. The Iraqi Policing Education Program (IPEP) has had 11 successful iterations since 2010, bringing over 115 Iraqi police officials, and, through the assistance and support of police departments around the United States, we have provided classroom and hands-on training in subjects such as leadership, tactics, and crime scene investigation. The International Policing Education & Training (IPET) program focuses on the in-depth study of a targeted challenge facing a police agency. This model program, first run with the Police of the Republic of Armenia and then with La Direction Générale de la Sûreté Nationale (DGSN) from Morocco, is a collaborative effort between the IACP, a police department, and a university to train and mentor an international police department in developing a change project of its choosing. In addition to these two programs, the IACP also offers the Leadership in Police Organizations program in the United States and Canada and is looking to expand this program and its Women's Leadership Institute on a global scale.

I cannot emphasize enough the importance of the international component of the IACP. It is crucial that we continue to build a robust international membership and for help on this matter, I call on each and every member to reach out, through their networks and connections, to seek out new members to enrich our numbers. Current members are encouraged to sponsor current and upcoming law enforcement leaders. By expanding our network of senior police executives and future police leaders, we strengthen our ability to serve our citizens and provide our communities with the safety and security they desire and deserve.

I am pleased with the great strides the IACP has made in fostering international partners; and addressing matters of concern to our membership. I can assure you the IACP will continue to serve and meet the needs of the global policing community. ♦



**Craig T. Steckler, Chief of  
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## Appropriations Battle Ahead: House and Senate Disagree on Funding Levels for Law Enforcement Programs

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

July was a busy month in Congress as representatives rushed to wrap-up several items before the current month-long August recess. The appropriations process was in full swing in both chambers, and the Senate was busy passing comprehensive immigration overhaul legislation and confirming presidential nominees.

Congress returns from recess on September 9 and will be tasked with completing the appropriations process; however, the prospects of doing so before the start of the fiscal year on October 1 are grim.

With so many bills left unfinished, the vast difference between the House and Senate spending levels due to the House remaining steadfast on adhering to its \$967 billion spending cap, which reflects the sequester cuts, and the Senate using \$1.058 trillion as a cap and ignoring the sequestration cuts, it is anticipated that Congress will pass a continuing resolution (CR) in order to keep the government running beyond the start of the new fiscal year.

### Appropriations

In mid-July, both the House and Senate Appropriations Committees approved their respective Fiscal Year (FY) 2014 Commerce, Justice, and Science spending bills that govern funding levels for assistance grants to state, local, and tribal law enforcement agencies.

The Senate bill includes \$385 million for the Edward Byrne Memorial Justice Assistance Grant (Byrne-JAG); \$394 million for Community Oriented Policing Services (COPS) grants, and \$417 million for Violence Against Women Act programs. The Senate bill also provides \$150 million to the COPS Office for a new competitive grant program that would allow commu-

nities to hire school safety personnel, conduct school safety assessments, and create school safety plans.

The House bill includes \$465 million for Byrne-JAG and \$413 million for Violence Against Women Act programs. The House bill does not provide funding for COPS grants or the newly proposed Senate school safety personnel and emergency planning grant program.

Consider these figures in comparison to those from previous years:

- Byrne-JAG received \$511 million in FY 2010; \$494 million in FY 2011; \$470 million in FY 2012; and, \$365 million in FY 2013.
- The COPS office received \$792 million in FY 2010; \$495 million in FY 2011; \$199 million in FY 2012; and, \$210 million in FY 2013.

The House and Senate have also passed their respective FY 2014 Department of Homeland Security Appropriations bills. Both the House and Senate bills include \$1.5 billion for state and local preparedness grant programs. This represents a \$38 million increase over the FY 2013-enacted level.

### Immigration

The Senate has passed its comprehensive immigration bill with a final vote of 68-32. The bill (S. 744) would create a path to citizenship for the millions of undocumented immigrants now in the United States and also direct \$46.3 billion toward securing the U.S.-Mexico border. The bill would double the U.S. Border Patrol's size, require 700 miles of fencing at the U.S.-Mexico border, and add unmanned aerial drones to help police the border.

The bill now awaits House action, where its future is less certain. House Speaker John Boehner (R-OH) has stated that the House will take up its own bill and that he will not vote on an immigration overhaul bill or a conference report unless it has the support from the major-

ity of the Republican Conference. The House will likely move to pass several bills rather than one large comprehensive immigration bill.

### Senate Judiciary Committee Approves Jones and Comey Nominations

The week of July 7, the Senate Judiciary Committee approved the nomination of B. Todd Jones to be the first permanent director of the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF) since 2006. The committee also approved the nomination of James B. Comey Jr. to be the director of the Federal Bureau of Investigation. The IACP has endorsed the nominations of both Mr. Jones and Mr. Comey.

There is no schedule yet for full Senate consideration of the nominations of Mr. Jones and Mr. Comey. ♦

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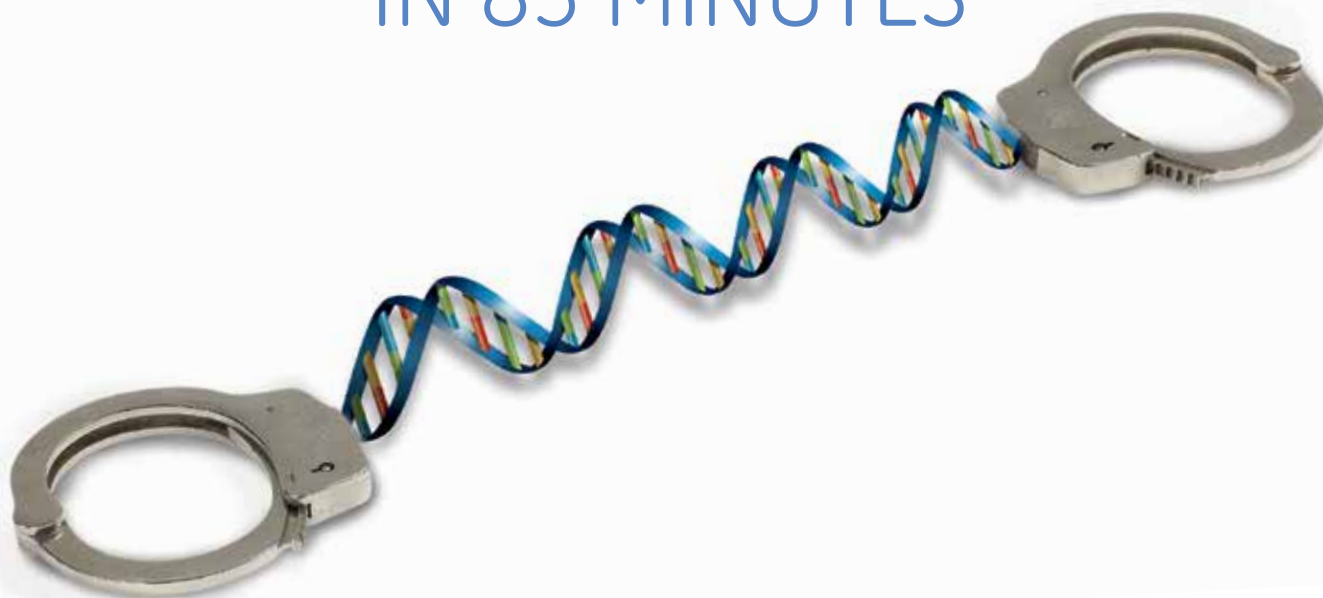
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## Dogs and the Police Response: A Guide for Safe, Successful, and Humane Encounters

By Gary P. Maddox, PhD, Director, Cruelty Investigators Academy, Code 3 Associates Animal Disaster Response & Animal Welfare Training, Inc. — Colorado State University, Longmont, Colorado

American humorist, author, and outdoorsman, Corey Ford, was once quoted as saying, “Properly trained, a man can be dog’s best friend.” These words seem almost prophetic within the law enforcement community in light of the ever-increasing number of reports involving officer responses and reactions to the presence of dogs during otherwise human-specific related incidents such as traffic stops; responding to calls for service in residential and commercial settings; or, simply, while the officer is on routine tour out in the public. In a recent article by Bathurst, et al., for the U.S. Department of Justice, Office of Community Oriented Policing, the authors observe the following:

*Americans love dogs. There is roughly one dog for every four people in the United States, and they live in a variety of relationships with humans. Because dogs are so much a part of American society, police routinely deal with them in the line of duty, and not just when responding to calls about inhumane treatment or animal abuse, or when dogs are seen to present a danger to people. In fact, officers encounter dogs in the course of almost every kind of police interaction with the public, from making traffic stops and serving warrants to interviewing suspects and witnesses, and even pursuing suspects.<sup>1</sup>*

There are approximately 77.5 million dogs owned in the United States, and dogs are likely to be encountered in 39 percent of residential locations. Bathurst points out that there is very little training available to law enforcement on the subjects of canine aggression and commu-

nication, assessing potentially aggressive dogs and/or how to diffuse dangerous or potentially dangerous situations involving dogs.<sup>2</sup> What follows is a “short course” on such issues.

Aggression in dogs can take many forms; however, in general, aggressive behavior for dogs falls into four main categories.

**Fear aggression** This is the most common sort of aggressive dog behavior and often occurs when the dog feels it cannot get away from a situation. This dog will, typically, not attack but will bark and growl, a lot. If cornered, the dog may nip quickly and run or may nip when the officer’s back is turned.

**Dominance aggression** Most dog owners have at least one dominant dog in the house, on the property or in the vehicle. This dog has some level of anxiety about being threatened and, as such, can be dangerous to the officer. It is rare that an officer will encounter this sort of dog behavior unless the dog has been trained to guard or attack. These attacks will most commonly be to the front of the officer’s body, usually involving biting of the stomach, legs, or neck. The dog will give the officer clear signals of a pending attack and, as such, will provide the attentive officer plenty of time to move away or to otherwise avoid an attack.

**Prey drive aggression** This dog is motivated by hunting behaviors and is stimulated by the same instincts that would cause it to chase and capture a bird, rabbit, squirrel, or other such animal for food. This sort of aggression usually occurs when the officer, or more commonly a child, is moving quickly or suddenly.

**Territorial aggression** Actually more of a subcategory of the above three, this sort of aggression may stem from fear, dominance, or the natural instinct to chase and capture potential prey and will most often occur when the officer enters the dog’s territory.

An awareness of, and proper response to, both a dog’s body language as well as its vocal communication can go a long way toward

reducing the dog’s stress, increasing the officer’s safety, and helping the officer to more accurately prepare for and predict when an attack may be or is imminent. As in human behavior, the officer must look for, and listen carefully, to what the dog is “saying.” A significant body of research and findings by the American Humane Association provides some solid information and sound directives for officers in regard to canine communication and officer response.<sup>3</sup>

### • Ear Posture

- › *Ears forward, up, and unwavering* – Indicates the dog is dominant or focused on prey.
- › *Ears back* – The dog is frightened or is saying, “No fight.”
- › *Ears flicking forward then back* – Indicates confusion or concern and that the dog is trying to understand the situation.

### • Eye Behaviors

- › *Squinting* – This dog may face the officer, drop its head, and quickly and repeatedly blink. The dog may appear to be tired, but, this is an indicator of submission.
- › *Soft eyes* – When filling the almond shape of the eye aperture and with no whites showing, the dog has a “soft eye.” If the body of the dog is also relaxed, the dog will likely be calm and confident.

### • Mouth Behaviors

- › *Yawning* – A dog will yawn—not necessarily because it is tired but because it feels cornered, anxious, afraid or otherwise uncomfortable or because it is trying to make a decision.
- › *Lip licking* – This is anxiety-related behavior and, usually, indicates the dog is unsure, anxious and/or uncomfortable.
- › *Closed mouth and lips pushed forward* – This is often a sign of anxiety or discomfort, as well as a good bite warning for the attentive officer. If accompanied by a body freeze posture on the part of the dog, a bite may be imminent.



- **Tail Position**

- › *Level with spine* – This indicates the dog is calm and relaxed.
- › *Tucked and down between legs* – This dog is afraid.
- › *Perpendicular to spine* – This dog is confident and likely to be more dominant than submissive.
- › *Flagging tail* – When the dog's tail is high and stiff, with only the tip quickly wagging, the dog is being assertive and dominant.

- **Body Posture**

- › *Stiff and low to the ground* – This dog is very fearful.
- › *Stiff and tall with head, neck, and tail held high* – This dog is dominant.
- › *Facing the officer and squared off with a stiff body* – This is a dominant posture and can indicate that the dog is confrontational, but does not necessarily mean the dog is going to bite.
- › *Squares off and then turns away, averting its eyes* – This dog is avoiding confrontation and is saying, "No fight." A dominant dog makes this gesture when it is confident that it does not need to be aggressive.
- › *Hackles* – This is the hair between the shoulder blades and the rear of the dog. If the hair in this area stands up, the dog may become aggressive as it is aroused or excited or is interested.

- **Vocal Communication**

- › *Whining* – The dog will do this when it wants something badly or is uncomfortable.
- › *Yipping* – This is a high-pitched sound and is often made by dogs in prey drive aggressive mode when they want to get at something.
- › *Growling with either the mouth closed or with teeth showing* – A fearful dog is more likely to growl. A dominant dog is usually quieter than most submissive dogs. When the officer hears the dog growl, it is important to read other body signals to determine the reason for the growl.
- › *Barking* – This is typically a gesture used to alert, warn, or attract attention. The officer should watch the rest of the dog's body language in order to assess the dog's intent.

## Crisis Situations

In a crisis situation there may be little or no time to analyze, assess, and determine a proper response to all of these indicators. Nevertheless, the officer must still make a very quick determination as to whether the dog is aggressive and/or a threat to the officer's or to others' safety, or whether the dog itself is safe to approach. To do this, it is recommended that the officer take a few moments to size-up the dog's overall presence. If the dog appears to be "loose and wiggly," then it is probably not aggressive at the time and should be relatively safe to approach. If, on the other hand, the dog is "stiff," it may well be aggressive

and dangerous for the officer to step toward it. In the basic training of today's law enforcement officers, such tactical communications skills as "squared and forward shoulders," "body positioning," and "direct eye contact," are fundamental; however, what these behaviors communicate to human subjects is not, as a rule, the same for dogs. Some examples follow:

- **Trained Officer Behavior** – The officer approaches and stands squared-off before the subject.
  - › *Dog's interpretation* – When one dog (or a human) does this to another dog, it is to let the other dog know that it is dominant and that aggression is possible.

- **Trained Officer Behavior** – An officer will, typically, look directly into or at a subject's eyes in order to assess several things – fear level, aggressive tendencies, drug or alcohol issues, and so forth.

- › *Dog's interpretation* – When a dog is stared at, particularly in its eyes, it senses aggression, whether the stare is from another animal or from a human.

- **Trained Officer Behavior** – An officer assumes a command presence when approaching or addressing a subject—firm body posture and proper voice tone, pitch, volume, and rate and eye contact—all in order to encourage a subject's voluntary cooperation or compliance.

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- › *Dog's interpretation* – An aggressive dog that senses another animal, or a human, has taken a command presence may assume that an attack is probable and might respond by attacking first.

## Diffusing the Threat

Some quick, effective, and easy to follow guidelines or suggestions for the officer in assessing and, it is hoped, diffusing potentially dangerous dog encounters include the following.<sup>4</sup>

**Bark, stop, drop, and roll** In more than 90 percent of encounters involving dogs, officers can diffuse any actual or potential safety threat by employing this technique because, simply put, it speaks to the dog in its own language, alleviating the dog's fear and anxiety and by communicating clearly to the dog that the officer presents "No fight."

**Bark** – Officer determines a dog is present by either hearing or seeing it.

**Stop** – Officer assesses the dog's intentions—loose and wiggly or stiff?

**Drop** – Officer drops his or her eyes and uses peripheral vision so as not to stare at the dog. The officer should also be aware that a hat or cap will make it difficult or impossible for the dog to see the officer's eyes.

**Roll** – Officer rolls his or her shoulder in a smooth and slow motion and moves to a standing position that is sideways to the dog. This signals to the dog that no aggression

is intended.

## Determine appropriate level of response

For dog encounters where bark, stop, drop and roll are not effective or possible, do the following:

1. In a deep, low, and loud voice yell "Stop" at the dog.
2. If the dog is within the 20- to 30-foot range and moving quickly toward the officer, pepper spray or a PepperBall projectile, when properly deployed, may temporarily stop or hinder the dog's approach.
3. If the dog is within arm's reach and is still aggressive, a baton or nightstick application is appropriate by sticking the weapon, sideways, into the dog's mouth and letting the dog clamp down as the officer releases the stick and creates a distance or barrier between himself or herself and the dog. The officer should not use the baton or nightstick to strike at or to hit the dog.

**Securing a dog in a vehicle** When encountering a dog in a vehicle during a traffic stop do the following:

- If asking the subject(s) to exit the vehicle, first ask subject(s) to raise the windows half or three-quarters way and to shut the car doors upon exiting.
- If allowing the subject(s) to remain in the vehicle, ask the subject(s) to restrain the dog by leashing it and holding on to the leash.
- Ask the subject(s) to tether the dog by running the seatbelt through the handle of the dog's leash and then snapping the seatbelt into place.
- If no leash is available, ask the subject(s) to run the seatbelt through the dog's collar and snap it into place.
- If the dog is unrestrained in a truck bed, use the loud speaker to ask the driver and occupants to secure the dog in the truck bed or to place it into the cab and raise the windows three-quarters up.

**Create a barrier** When approaching a home or other building that may contain a dog the officer should do the following:

- Listen for a bark or other dog sound.
- Attempt to contain the dog by closing or keeping closed a gate or by asking the owner/guardian to secure the dog on a leash or behind a closed door.
- If the situation allows or warrants it, call for local animal control responders.

Given the growing amount of media attention, the increasingly obvious public interest in animal welfare issues, and because it is the right thing to do, this subject calls for significant attention and training. Many animal control agencies, humane societies, local veterinarians, professional animal handlers and trainers, K-9 units, breed-specific placement groups, as well as a few organizations such as the American Humane Association have the requisite skills, knowledge, and ability and, for the most part, stand ready to assist law enforcement by offering training, education, and advice on the expected modern day standards of habit and practice for the safe and proper response to dog-involved police calls and incidents. ♦

## Notes:

<sup>1</sup>Cynthia Bathurst et al., *The Problem of Dog-Related Incidents and Encounters* (Washington, D.C.: U.S. Department of Justice, Community Oriented Policing Services, August, 2012).

<sup>2</sup>Ibid.

<sup>3</sup>Emily Weiss et al., *Bark...Stop, Drop & Roll* (Englewood, Colo.: American Humane Association, 2003).

<sup>4</sup>Ibid.

**Gary P. Maddox, PhD**, is a life member of the IACP and has been an active member since 1985. He has served on the IACP's Education and Training Committee since 1993. A former police officer, bomb technician, professor, state deputy director of public safety, and police academy director, Maddox is currently Director of the Cruelty Investigators Academy for Code 3 Associates, Inc., and Colorado State University. He can be contacted at maddoxgp@gmail.com.

If you are interested in writing for Officer Safety Corner, please visit <http://www.theiacp.org/OSC> or email [officersafety@theiacp.org](mailto:officersafety@theiacp.org) for more information.

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# RESEARCH IN BRIEF

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

## Sex-Related Police Misconduct

*By Philip M. Stinson, JD, PhD, Assistant Professor, Criminal Justice Program, Bowling Green State University; and John Liederbach, PhD, Associate Professor, Criminal Justice Program, Bowling Green State University, Bowling Green, Ohio*

The problem of sex-related police misconduct has been widely recognized and documented by scholars and the International Association of Chiefs of Police.<sup>1</sup> The IACP recently described sex-related police misconduct as a "reality" facing police executives and a problem that "warrants the full attention of law enforcement."<sup>2</sup> Opportunities for sex-related misconduct are plentiful within the context of police work and are the product of several factors including (1) low visibility decision-making, (2) low supervision, (3) police power and authority, and (4) encounters involving vulnerable victims. Scholars have defined the problem in terms of a continuum that includes both less serious forms of police sexual misconduct and more serious types of police sexual violence.<sup>3</sup>

This study provides empirical data on an unprecedented number of cases involving police sexual misconduct and violence, as well as unique findings regarding the victims of these crimes and exploratory analyses designed to identify the factors that influence organizational and criminal case outcomes.

### Methodology

Data were collected as part of a larger study on police crime that identifies police officers arrested for any type of criminal offense. The larger study on police crime identified 2,149 criminal cases that involved the arrest of 1,773 sworn officers from 2005-2007. Data were collected from published news articles using the Google News search engine and its Google Alerts email update service. Arrests of police officers involving sex-related police misconduct were coded in terms of

- the arrested officer,
- the employing agency,
- each of the charged offenses,
- victim characteristics,
- organizational employment outcomes, and
- the dispositions of criminal cases.

Data derived from the news searches are limited to cases that involved an arrest. These data are the result of a filtering process that includes discretion by media sources in terms of the types of stories covered and the nature of the content devoted to particular stories.

### Findings

Within the larger data set, the study identified 548 cases that involved the arrest of 398 police officers for crimes involving sex-related misconduct.

The most serious offense charged in 21.4 percent of these cases was forcible rape. Other commonly charged serious offenses included forcible fondling (19.5 percent), statutory rape (10.8 percent), forcible sodomy (9.9 percent), pornography (7.1 percent), intimidation (4.6 percent), and online solicitation of a child (4 percent).

Data on victims' ages were available for 323 of the cases (58.9 percent). The victims were less than 18 years of age in roughly three-fourths of these cases (n = 236 or 73 percent). Victims' relationships to the arrested officer were identified in 521 of the cases (95 percent). Victims were most commonly identified as stranger/acquaintance (n = 237 or 43.2 percent) or an unrelated child (n = 223 or 40.7 percent). A very small number of cases were identified as involving victims who were a current spouse (n = 3), current girlfriend or boyfriend (n = 7), or former girlfriend or boyfriend (n = 4).

Multivariate analyses were conducted to examine case outcomes including criminal case disposition and job loss. Results indicated that the likelihood of conviction was significantly influenced by both the arrested officer's age and the type of law enforcement agency. In cases where there has been an arrest for sex-related misconduct, courts seem to treat older arrested officers and those employed by state or county sheriff's offices more harshly than younger officers and those employed by municipal agencies. Likewise, several factors appear to significantly influence whether an officer loses his or her job as a result of an arrest for sex-related misconduct. The odds of arrested officers losing their job increase in cases where the officer had been

- convicted on a related criminal charge,
- previously sued in federal court for civil rights violations pursuant to 42 U.S.C. §1983, and
- employed in a metropolitan (more urbanized) county.

The odds of conviction also increase in cases where news articles report an agency scandal or cover-up associated with the sex-related misconduct arrest. The odds of an arrested officer losing his or her job decrease in cases where the officer had been suspended after an arrest on sex-related misconduct charges.

### Recommendations

The news search methodology resulted in the identification and description of an unprecedented number of cases of sex-related police misconduct. Previous studies in this line of research had been limited in terms of sample size because the research designs (for example, officer surveys and case studies) often focused on sex-related misconduct within a single agency or a small number of police agencies.

Findings in regard to certain victim characteristics run counter to popular conceptions about the nature of these types of cases. The identified sex-related misconduct cases most often involved victims who were minors and/or victims who were strangers or children who were not



related to the perpetrating officer. The victims in the identified cases were rarely the officers' spouse or girlfriend. Cases involving victims who are children and/or unrelated to the arrested officer may be prevalent in this sample because they are more likely to result in an arrest than other types of cases involving sex-related misconduct; however, the sheer number of cases involving victims who were children under the age of 13 (n = 81) or minor teens (n = 155) should raise awareness among police executives of the nature of sex-related misconduct and the potential for cases involving children and minor victims.

Data on the prevalence of these cases augment existing recommendations of the IACP on addressing sexual offenses and misconduct by law enforcement.<sup>4</sup> The IACP recommends a course of action that includes the consideration of specific sexual misconduct policies and programs beyond existing policies that cover sexual harassment and/or conduct unbecoming provisions. These recommendations also include strategies for more effective oversight involving the use of early intervention systems for monitoring and preventing misconduct and psychological fit-for-duty examinations in cases where an officer has demonstrated inappropriate or suspicious behavior. ♦

#### Notes:

<sup>1</sup>International Association of Chiefs of Police, *Addressing Sexual Offenses and Misconduct by Law Enforcement: Executive Guide* (Alexandria, Va.: International Association of Chiefs of Police, 2011).

<sup>2</sup>*Ibid.*, 1.

<sup>3</sup>See, for example, Peter B. Kraska and Victor E. Kappeler, "To Serve and Pursue: Exploring Police Sexual Violence against Women," *Justice Quarterly* 12, no. 1 (March 1995): 85-111; Cara E. Rabe-Hemp and Jeremy Braithwaite, "An Exploration of Recidivism and the Officer Shuffle in Police Sexual Violence," *Police Quarterly* 16, no. 2 (June 2013): 127-147, first published online November 19, 2012.

<sup>4</sup>International Association of Chiefs of Police, *Addressing Sexual Offenses and Misconduct by Law Enforcement: Executive Guide*.

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# Missouri v. McNeely: What Does This Mean for DUI Enforcement?

*By Michael J. Oh, Esq., Assistant City Attorney,  
Henderson Police Department, Henderson, Nevada;  
and member, IACP Legal Officers Section*

What? I need a search warrant to obtain a blood sample for someone who is driving drunk?! was the common reaction from officers when the decision *Missouri v. McNeely* came down. It caused frustration throughout the law enforcement community. Unfortunately, like many significant cases from the U.S. Supreme Court, the decision in *Missouri v. McNeely* issued on April 17, 2013, leaves more questions than answers. The decision undoubtedly impacts the investigation of driving under the influence (DUI) offenses, but state and local police agencies are left to figure out how.

In *McNeely*, the U.S. Supreme Court ruled that a nonconsensual (forced) warrantless blood draw violates a person's right to be free from unreasonable searches and seizures. The *McNeely* decision certainly has caused serious concerns to police departments throughout the United States. Some of the questions include (1) Did this decision invalidate the implied consent laws? and (2) Are search warrants required for every DUI arrest before a blood sample can be taken from a person suspected of drunk driving? Consequently, this decision left many police departments scrambling to modify their policies and procedures for investigating DUI offenses.

The purpose of this article is to discuss the impact this decision has on investigating DUI offenses. Each law enforcement agency will be impacted differently. Certainly, the extent of the impact depends on many factors such as each state's implied consent laws and the respective courts, who will ultimately decide these issues. Nevertheless, this article discusses key points of the decision.

## Facts of *Missouri v. McNeely*

On October 3, 2010, at 2:08 a.m., a Missouri trooper stopped Tyler McNeely's truck after observing it exceed the posted speed limit and cross the centerline three times. Upon making contact with the McNeely, the trooper observed McNeely to have bloodshot eyes, slurred speech, and a strong odor of alcohol on his breath. McNeely admitted to consuming "a couple of beers" at a bar.<sup>1</sup> Based upon these observations, the trooper asked McNeely to step out of the vehicle and immediately noticed McNeely to be unsteady on his feet. McNeely performed poorly on the field sobriety tests and declined to submit to a preliminary breath test. Based upon the trooper's observations, the trooper placed McNeely under arrest for driving under the influence of alcohol.

While en route to the jail, the Trooper asked McNeely if he would agree to voluntarily provide a breath sample when they arrived at the jail. McNeely stated he would refuse to provide a breath sample. Based upon this statement, instead of taking McNeely to the jail, the trooper took McNeely to a nearby hospital to obtain a blood sample to secure evidence of intoxication.

Upon arrival at the hospital, the trooper read McNeely the implied consent and requested a blood sample. McNeely refused to voluntarily provide a blood sample. Consequently, the trooper directed a hospital lab technician to draw a blood sample. Although the trooper had obtained search warrants in previous drunk-driving cases, in this instance, the trooper did not seek a search warrant based upon a training session he attended where it was stated that a search warrant was no longer necessary due to a recent change to the "refusal" provision of the Missouri implied consent law.<sup>2</sup> Additionally, because the stop was in the middle of the night, in the county the trooper was in, it took an average of approximately two hours to obtain a search warrant.<sup>3</sup> The blood sample was taken from McNeely without a warrant. The blood sample showed a blood alcohol content (BAC) level of 0.154 percent.

The trial court granted McNeely's motion to suppress the blood evidence, holding that the warrantless blood draw violated his Fourth Amendment right. The trial court held that the natural dissipation of alcohol in the bloodstream does not constitute a sufficient exigency to justify a warrantless blood draw in a routine DUI case. The U.S. Supreme Court affirmed the trial court, holding that the dissipation of alcohol in a routine DUI case does not create a *per se* exigency.

## The Issue Decided by the U.S. Supreme Court

The issue decided by the U.S. Supreme Court was whether the natural metabolism of alcohol in the bloodstream presents a *per se* exigency that justifies an exception to the Fourth Amendment's warrant requirement for blood testing in all drunk-driving cases. In addressing this issue, the U.S. Supreme Court held that rather than applying a blanket *per se* exigency due to the dissipation of BAC in a person's body, an exigency must also be based upon "special facts."<sup>4</sup> Nowhere in the *McNeely* opinion does it prevent officers from drawing blood if exigent circumstances exist. In fact, the U.S. Supreme Court affirmed the drawing of blood without a warrant or consent in *Schmerber v. California*, in 1966.<sup>5</sup> Consistent with the *Schmerber* ruling, the *McNeely* decision simply requires an officer to establish the exigency by showing facts other than the alcohol is being metabolized by the human body and evidence is being destroyed as a basis for warrantless and nonconsensual blood draws. As an important side note, the *Schmerber* Court stated that probable cause exists with bloodshot, watery eyes, and the odor of alcohol upon the person.<sup>6</sup>

The *McNeely* Court pointed out that the diminishing of BAC upon the cessation of drinking is only one factor that must be considered in determining whether a warrant is required. The Court in *McNeely* further stated that other factors, such as the procedures in place for obtaining a warrant or the availability of a magistrate judge, may affect whether the police can establish whether an exigency exists. This statement clearly shows that a warrantless blood draw can still be conducted provided there are other factors articulated by the officer. Unfortunately, because Missouri argued only the issue of *per se* exigency, the Court did not address the factors to be taken into account in determining the reasonableness of acting without a warrant.



Consequently, these factors will be developed by subsequent decisions on this issue.

### **McNeely Does Not Deem States Implied Consent Laws Unconstitutional**

All 50 states have adopted implied consent laws. These laws establish that by accepting a driver's license, a driver agrees to submit to a chemical test if detained on suspicion of drunk-driving. In some states, if a person refuses to voluntarily submit to a chemical test to determine the blood-alcohol content, the person's driver's license is immediately suspended or revoked. In most states, the refusal to take a Blood Alcohol Content (BAC) test can be used as evidence against the person in the criminal prosecution.

The U.S. Supreme Court decision does not invalidate existing implied consent laws. Instead, it simply requires that if a person revokes their "implied" consent, a warrant must be obtained. In the *McNeely* Court's opinion, a positive note of the implied consent statutes was made asserting that states have a broad range of legal tools to enforce their drunk-driving laws. The U.S. Supreme Court also highlighted that all 50 states have adopted implied consent laws. The Court concluded only that a reasonable expectation of privacy against involuntary blood draws exists, granting individual's nonconsensual (forced) blood draws protection under the Fourth Amendment. Consequently, if a mandatory nonconsensual blood draw is necessary; a search warrant should be obtained unless exigent circumstances can be articulated.

### **What Should Police Agencies Do?**

When a person refuses to voluntarily submit to a chemical test for BAC, if time permits, a warrant should be obtained. However, if an officer cannot get a search warrant in a reasonable time, the officer should explain in great detail why a search warrant could not be obtained. The officer must be able to articulate what factors were present that created an exigent circumstance. It is important to note that the exigent circumstance cannot be a result of the officer's conduct.

Law enforcement agencies should work closely with the prosecutors within their jurisdictions. Prosecutors can assist by providing protocols on how to show due diligence in obtaining search warrants. Once protocols have been created, training the new process to officers is imperative. Officers should be trained on which magistrates to call, what needs to be said in order to secure a warrant by telephone, which forms to use, and what the procedures are for finalizing the warrant. If a policy is not created, the police agency should adopt a written policy outlining the steps an officer must take to obtain a warrant.

Immediately upon receiving the decision, the Henderson Police Department together with the Las Vegas Metropolitan

Police Department and the District Attorney's Office worked to modify the Nevada Implied Consent language. A script was developed to initially guide officers as to what needed to be said in order to obtain a search warrant by telephone, and every squad was briefed individually to explain the process for obtaining such a search warrant. Additionally, a mock DUI investigation was done in order to ascertain the timing of obtaining a search warrant and to evaluate the process. Through a collaborative effort, this process was developed in less than 24 hours after the decision was received. Currently, many of the law enforcement agencies throughout the state of Nevada are continuing to work together and share information as issues arise. This will be invaluable as it creates consistency throughout the state and will give some control of the issues that will continue to be litigated.

As the U.S. Supreme Court noted in its conclusion, there will be increased litigation defining the factors that justify an exigent circumstance. Until then, it is advisable that officers articulate in great detail the reasons that justify a warrantless blood draw when the person revokes consent. ♦

#### **Notes:**

<sup>1</sup> *Missouri v. McNeely*, 569 U.S. \_\_\_\_ (2013).

<sup>2</sup> Prior to the amendment, the Missouri implied consent law provided that if a person refused a chemi-

cal test, then "none shall be given." Effective August 28, 2010, the phrase "none shall be given" was deleted from the statute. Based upon the change in the law, the trooper's understanding was that a search warrant was not required based upon an article he read during a training session he attended.

<sup>3</sup> The rate of elimination of alcohol in the bloodstream is generally somewhere between .015 and .020 percent per hour.

<sup>4</sup> *Per se* means by itself; in itself; taken alone. The U.S. Supreme Court noted the state argued for a *per se* exigency due to the fact that alcohol is naturally metabolized by the human body and that this dissipation of alcohol creates an exigency for every single DUI arrest.

<sup>5</sup> In *Schmerber v. California*, 384 U.S. 757 (1966), the driver who was suspected of drunk-driving suffered injuries in an automobile accident and was taken to the hospital. The officer arrested the driver for driving under the influence of alcohol and ordered a blood test over the objection of the driver. The Court held that a warrantless blood test was permissible because the officer "might have reasonably believed that he was confronted with an emergency, in which the delay necessary to obtain a warrant, under the circumstances, threatened 'the destruction of evidence.'"

<sup>6</sup> A warrant can still be obtained when a driver refuses Field Sobriety Tests if the driver has bloodshot, watery, and glassy eyes and an odor of alcohol upon him or her.



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## *National Institute of Justice Seeks to Make America Safer*

My career pathway to law enforcement research has been circuitous. After getting my doctorate in statistics from the University of Washington in 1999, I began work at the RAND Corporation, a nonprofit organization dedicated to informing policy with research. I eventually became Director of RAND's Center of Quality Policing, and later, Director of RAND's Safety and Justice Program. In this role, I worked with numerous police departments and governments around the world to develop solutions to the crime and justice problems they were facing. For example, I worked with the city of Los Angeles on police recruiting strategies, the city of New York on analysis of officer-involved shootings and stop-and-frisk practices, and the Abu Dhabi Police on setting up a research division within their organization. Perhaps my best-known research focused on race and policing in which I developed an approach for characterizing the time, place, and context in which an officer works; matched that officer's activities with other officer's working in the same time, place, and context; and constructed benchmarks that could detect whether the officer's performance deviated substantially from similarly-situated peers. That system was deployed in Cincinnati as part of the 2002 Settlement Agreement and in New York to assess whether certain officers were stopping a surprising number of minority pedestrians.

Doing research that promoted careful analysis of policing issues led me to see the need for more work in this area. While medicine, marketing, and agriculture have all been heavily influenced by statistical studies and other techniques to ensure the scientific underpinning of various practices, the enormous amount of data collected by police have not yet been absorbed into analysis. With this awareness, I continued to seek opportunities to have a greater impact on law enforcement and the justice system as a whole. In 2012, I accepted the position of deputy director for science at the National Institute of Justice (NIJ) and since January 2013 have been the acting director of the agency.

NIJ seeks to make the United States safer by solving real-world crime problems through scientific innovation. As the research and development agency of the U.S. Department of Justice, NIJ aims to identify and refine innovative technologies and ideas that respond to the needs of the criminal justice community. In leading the agency, I am striving to invest in the best research ideas—with the ultimate goal of persuading the criminal justice field to adopt best practices. For NIJ to know what works is not enough, so I am also working on communicating the findings to the field.

NIJ's science program includes three offices, and each has contributed significantly to the field of policing. For example, the Office of Investigative and Forensic Sciences focuses on a variety of criminal justice activities, ranging from optimal crime scene procedures to understanding the problem of DNA backlogs. One of its most dramatic findings is that DNA testing can be quite useful in solving non-violent crimes.



*Greg Ridgeway, Acting Director,  
National Institute of Justice*

DNA evidence has become an increasingly powerful tool for solving crimes. The cost of doing DNA analysis of evidence collected from crime scenes is decreasing, crime labs are adopting new technologies, and the criminal justice system as a whole is learning to use DNA evidence more effectively. With respect to property crimes, police have long known that property crime offenders have high-recidivism rates; the types of crimes they perpetrate—including the level of violence used—can escalate; and property crime cases frequently go unsolved. Arresting burglars by using DNA as part of the criminal investigation—burglars who otherwise would not be caught and brought to justice—has the potential to prevent future property and other crimes.

In June 2008, the Urban Institute released the results of an NIJ-funded five-city study evaluating the impact of DNA analyses on property crime scene evidence. Specifically, NIJ was interested in determining whether or not these analyses were cost-effective or otherwise beneficial. This DNA field experiment was collaborative in nature, involving five communities (Los Angeles, California; Topeka, Kansas; Denver, Colorado; Phoenix, Arizona; and Orange County, California) and multiple law enforcement offices (crime labs, police, and prosecutors). The findings reveal a number of positive outcomes associated with the processing of DNA evidence. First and foremost, a significant increase in suspect arrests and identifications was observed. Specifically, the number of identified and arrested property crime suspects doubled when DNA and fingerprint evidence was collected as compared to traditional investigations. The suspects identified using these methods were more dangerous, having double the prior arrests and convictions of those detected without the processing of DNA evidence. Third, more than twice as many cases were accepted for prosecution when DNA evidence was processed. Finally, compared to fingerprints, DNA was twice as effective in suspect identification. In other words, when investigators collected both fingerprint and DNA evidence, more suspects were identified via



the FBI's Combined DNA Index System (CODIS) than were identified via the FBI's Automated Fingerprint Identification (AFIS) system.

Forensic work is not the only area in which NIJ research has helped police departments meet the challenges of their work more effectively. NIJ's Office of Science and Technology works on projects ranging from police communications systems to developing standards for equipment that officers use every day. Its efforts in the development of body armor standards have had a major impact on policing. Experts have documented more than 3,000 "saves" of officers who were wearing body armor when shot. While body armor works, the duration of its effectiveness is still unknown. Manufacturer's warranties generally cover a period of three to five years. But when is the best time to replace body armor? NIJ is sponsoring a challenge that includes a \$50,000 cash award for creative ways to learn when an officer's vest needs to be replaced. Firing a bullet at a vest is a quick way to learn how it is holding up, but does so much damage that the vest cannot be safely used after that. The NIJ challenge invites material scientists and other interested parties to develop innovative approaches to accurately assessing the service life of vests.

Meanwhile, NIJ has continued to develop standards for other specialized equipment that police departments need. Last year, NIJ published its first bomb suit standard. This performance standard applies to the suits that bomb technicians wear when they work to disarm or dispose of an explosive device. The standard is the fruit of years of work with bomb squad commanders, researchers, and manufacturers.

While standards for police gear are important, departments have other safety concerns as well. Many accidents and even fatalities take place on the roadside due to hazardous traffic conditions. NIJ has teamed up with the U.S. Fire Administration to find the best ways to make emergency vehicles more visible on the road, keeping police officers and firefighters safer. These experiments have looked at everything from what color lights are easiest for drivers to see (blue) to where reflective materials should be placed on a vehicle.

Much of NIJ's work involves physical science and technology, but the agency has also been a pioneer in bringing social science techniques to bear on the challenges that police departments face. The Office of Research and Evaluation specializes in rigorous social science studies that complement what our chemists and engineers do. For example, its portfolio includes the "hot spots" studies which show crime is generally not a random occurrence and report on the positive impact of dedicating resources to high crime areas. Another recent example is an NIJ-sponsored study of how the length of police officers' shifts can significantly impact the functioning departments. We learned that police executives can improve morale and reduce overtime by instituting 10-hour shifts. Researchers conducted an experiment in two police departments

comparing shifts of 8-, 10-, and 12- hour days. There were no significant differences between the three shift lengths on work performance, health, or work-family conflicts. However, officers working 10-hour shifts reported significantly higher quality of work life than those on 8-hour shifts. They also worked fewer overtime hours.

The findings I have highlighted here are only a small sample of the work NIJ has done to inform justice and public safety. The studies I refer to require a high degree of cooperation between researchers and law enforcement agencies for the collection of data. Yet, that cooperation begins much earlier in the process, often with informal conversations between NIJ staff

and police officers about the needs of the field. In my position as acting director, I hope to build on these longstanding relationships, and I welcome your suggestions about where research is needed to serve the needs of small and large departments alike. As we all are required to do more with less, NIJ will be seeking to discover the next scientific and technological breakthrough—and I believe that is most likely to happen as we work cooperatively to further the field of policing. ♦

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W W W . C O P L O G I C . C O M

# Remembering Our Past and Preparing for the Future— The Relocation of IACP Headquarters

By Bart R. Johnson, Executive Director, IACP

**W**ith a tradition rich in history and a transition that heralds innovation and advancement, the IACP will be marking its 120th year of serving professional policing by relocating to a new headquarters building in late September 2013.

The waterfront property at 44 Canal Center Plaza in the Old Town section of Alexandria, Virginia, will provide staff and visitors alike with a contemporary, hi-tech setting and will continue the proud narrative of the IACP's founding and its growth over more than a century.

## We Begin With the Past

The French poet Anatole France once noted that, "All changes, even the most longed for, have their melancholy; for what we leave behind us is a part of ourselves." This may be the case for many association staff and leadership, some of whom have been a part of the IACP family for decades and have grown accustomed to the solid walls and pastoral grounds of the current headquarters at 515 North Washington Street.

On an October day in 1992, then IACP President Steven R. Harris dedicated the current headquarters building along with many members of the association's leadership who played critical roles in the establishment of the IACP as a strong and vibrant organization; one that continues to serve as the professional voice of law enforcement to this day.

The five-story columned structure that has housed the IACP for 21 years has seen service as a cotton mill, a bottling house for the Portner Brewing Company, a spark plug factory, an apartment house, and finally as an office building for attorneys prior to its full sale to the association in July 1992. Of note, in May 1861, the building was seized by the Union Army for use as a hospital and logistical supply center during the Civil War and eventually converted into a prison for captured Confederate soldiers. Overseeing much of this history is Oscar, the dedicated but decaying mannequin that has kept watch from the cupola of the building since a murder mystery unfolded at the location during the 1860s.

Remarking on the historic, pre-civil war building, President Harris noted that the move would, "mark the beginning of a new era for the association," and so it did.

## We Look to the Future

Since opening the doors to its current headquarters building, the IACP has born witness to sweeping changes across the landscape of law enforcement. From a time when images of "broken windows" first hinted at a novel concept that would become community policing to the present day when police professionals face invisible threats in the form of cyber crime and radicalization against a constantly changing backdrop of technology, the IACP has been at the forefront of addressing and responding to critical and emerging issues.

In order to meet those challenges and address these evolving areas of concern head on, the governing body recognized that the IACP and its infrastructure must evolve and change. With a nod to the past, but both eyes on the future, the association has secured







a modern headquarters location that will empower both the staff and leadership to more quickly and precisely answer the call of the membership and the broader community of national and international law enforcement leaders.

The Canal Center Plaza location will unite the full complement of association staff, which has been working from two locations for the past several years; often in cramped and inadequate space. The synergy and energy alone that will result from this integration of staff will generate a solidarity and unified sense of purpose that IACP personnel have long been seeking.

Technological capacity at the site will far exceed the limitations imposed by the current headquarters building and will permit the association to engage in more timely and relevant exchanges of information with members in the hi-tech formats and delivery systems demanded by today's police professionals. And the newly and professionally renovated location will eliminate the need for costly and labor-intensive upkeep that is currently required for a historic building that is closing in on 170 years of withstanding wind, weather, and war.

#### An Invitation to Innovation

While the association will be executing the transfer of people and property the month prior to the annual conference, the change-over will flow smoothly with the support of professional transition teams that will provide expert assistance in packing, moving, and re-establishing core functions. The IACP will be open for business as it moves through this exciting next step to a future that builds on a solid and storied past.

The leadership of the IACP invites its members and guests to visit the new location, engage with the staff, and truly become a part of our mission: Serving the Leaders of Today, Developing the Leaders of Tomorrow. ♦

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## ADVANCES & APPLICATIONS

*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.*



### **CDP's Facebook site highlights first responder training, networking opportunities**

The Center for Domestic Preparedness' new Facebook site offers a unique venue where first responders can learn about fully funded training opportunities, read former students' reviews, and connect with their peers across the United States.

The CDP's primary mission is to train state, local, and tribal emergency response providers. A popular aspect of the courses is the hands-on training with a multi-disciplined audience. In addition, the CDP is the only civilian facility that trains with toxic chemical and live biological agents.

"We make it mandatory that every officer or deputy selected to be on the CDT has to attend the CDP training courses on Field Force Operations and Field Force Extrication Tactics at least once, preferably within a year of being appointed to the team," said Dave Jeseritz, assistant chief of police for the Helena Police Department.

The CDP's facebook site will include announcements and information about upcoming courses and class seat availability; profiles on the more than 200 instructors; profiles on the students; and feedback from the students.

"The CDP has trained more than 100,000 students in our resident courses," said CDP superintendent James E. Smith. "Most of our students

tell us that they learn about the center by word of mouth. Launching our Facebook site takes that to a new level. This site is a great venue for the CDP staff to share information about training opportunities and for students to share their experiences while training here. It's a great collaborative effort and will result in a lot of cross talk and networking within the emergency responder communities."

The website, [www.facebook.com/cdpfema](http://www.facebook.com/cdpfema), officially launched April 15.

**For more information, visit <http://cdp.dhs.gov>.**

### **Greensboro Police Department Is Now Part of CrimeMapping.com**

The Greensboro, North Carolina, Police Department went live on March 25 with CrimeMapping.com in an effort to proactively share information with the public.

The CrimeMapping.com website allows residents to see a map of recent crime activity near a user specified address. They can also select crime types, date ranges, generate reports, and receive free crime alerts.

The Greensboro Police Department now provides a new level of transparency for the residents it serves. Crime prevention officers can use the map at community meetings to provide reliable crime information and encourage citizens to report offenses. CrimeMapping.com has been proven effective in reducing crime in other local communities by increasing the number of eyes and ears that are aware of local activity.

Greensboro Police Department encourages citizens to partner with them by increasing awareness in their neighborhoods by using this proactive tool.

"Providing this program to the public gives our residents, business owners, and visitors great visibility over violent crimes, property crimes, and quality of life crimes in every block of our city. It is our hope that community members who are better informed will be more engaged in partnering with us to fight crime," said Greensboro Chief of Police Ken Miller.

**For more information, visit [www.crimemapping.com](http://www.crimemapping.com).**

### **Three Texas Agencies Adopt New CAD, RMS, and Mobile Software from Spillman Technologies**

Three agencies in Texas have purchased Spillman CAD, RMS, and Mobile Software for their tight integration and searching capabilities. The Lampasas Sheriff's Office, the New Braunfels Police Department, and the Greenville Police Department have each purchased Spillman systems for their Computer-Aided Dispatch (CAD), Records Management (RMS), and mobile public safety software systems.

Lieutenant Chuck Starnes of the Greenville Police Department said that the integrated suite would help his agency improve efficiency with improved access to data.

"I think the biggest thing for us is the global nature of the software," Starnes said. "You take a call in CAD, and then that info is immediately available to the officer responding. In a real-time sense, Spillman is something that is going to improve processes."

At the Lampasas County Sheriff's Department, Jail Administrator Cathy Groothoff mentioned that Spillman offered them what they had been looking for with a public safety software system that featured robust searching capabilities and the ability to see connections between records.


"One of [Sheriff David Whitis'] main concerns in looking at software was record searching, person, property, or otherwise, and not being able to tie all those features together. [The Spillman system] is extensive, and the search engine is great, and we are quite excited about getting it in place."

At the New Braunfels Police Department, Captain John McDonald agreed that Spillman will help his department with easy access to records.

"We liked the availability to have a lot of information available to our staff," said Captain McDonald. "Giving them that information will also give them the power to better do their jobs. We are excited about having a partnership with Spillman to further enhance our policing capabilities." ♦

**For more information, visit [www.spillman.com](http://www.spillman.com).**





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# IACP Joins the U.S. Department of Veterans Affairs to End Homelessness among Veterans

By U.S. Department of Veterans Affairs, Homeless Veterans Initiative Office, Washington, D.C.

IACP members help build safe, stable communities where everyone should have a place to call home. But some people in U.S. communities are not so fortunate. As police officers, law enforcement officers (LEOs) are likely to encounter these individuals during their day-to-day work, putting LEOs at the front line of a nationwide effort to end homelessness. This is why IACP is proud to support the U.S. Department of Veterans Affairs' (VA's) initiative to end veteran homelessness by the end of 2015.

For service members reentering civilian life, the transition can be difficult. Veterans may face obstacles including mental health challenges, financial hardship, and a lack of employment opportunities—which can put veterans at risk for homelessness if unaddressed. As first responders and trusted community leaders, LEOs are in a unique position to identify veterans who are homeless or at imminent risk of becoming homeless and have the power to make veterans aware of the resources available to them through VA.

VA has established an easy way for veterans, their families, and the community that supports them to get connected with the services that can help them prevent and overcome homelessness. Just a call to the National Call Center for Homeless Veterans (NCCHV) at 877-4AID-VET will connect veterans with a wide range of services including health care, employment, education, and housing assistance. The NCCHV is a confidential resource veterans can use 24 hours a day, seven days a week.

Police officers across the United States are joining the effort and making a real difference. The Atlanta, Georgia, Police Department has provided all of its 1,800 officers with VA outreach materials and

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Randy Bruegman  
Fire Chief  
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VA U.S. Department of Veterans Affairs

established the Homeless Outreach and Proactive Enforcement (HOPE) program. Under the HOPE program, officers regularly patrol streets and visit homeless shelters to spread the word about the hotline and the services VA provides to eligible veterans. The officers also ask local businesses to post fliers and distribute wallet cards to veterans who are homeless or at risk of becoming homeless.

But Atlanta is just one city, and if veteran homelessness is to end, all must help. During daily work, take a moment to ask members of the community who lack safe, stable housing if they served in the military. When encountering veterans who are homeless or at imminent risk of becoming homeless, encourage them to make the call to 877-4AID-VET or chat online at <http://www.va.gov/homeless> to learn more or be connected with the support services VA offers. LEOs can also call the hotline on behalf of any veterans they encounter.

Materials that promote the hotline and other VA services for veterans who are homeless or at risk of becoming homeless are also available. Visit [http://www.va.gov/homeless/materials\\_center.asp](http://www.va.gov/homeless/materials_center.asp) to order brochures, posters, wallet cards, tear cards, pens, and more to keep in patrol cars. The outreach materials are free, and so is shipping. Wallet and tear cards take up little space in patrol cars and can be distributed easily, and posters and brochures are helpful to have in stations, where citizens may seek information or assistance.

IACP members are the law enforcement leaders of today. It is their responsibility to set an example for fellow police officers. Working together, the law enforcement community can help end veteran homelessness. ♦



# 2013

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Week 1: August 26 – 30, 2013  
Week 2: September 30 – October 4, 2013  
Week 3: October 28 – November 1, 2013

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Week 1: August 19 – 23, 2013  
Week 2: September 16 – 20, 2013  
Week 3: October 7 – 11, 2013

Eddy County Sheriff's Office, Artesia  
*Leadership in Police Organizations<sup>SM</sup> (LPO)*  
Week 1: September 23 – 27, 2013  
Week 2: October 21 – 25, 2013  
Week 3: November 18 – 22, 2013

## **Texas**

Dallas  
*Planning, Designing & Constructing  
Police Facilities*  
November 6 – 8, 2013

## **Utah**

Salt Lake City Police Department  
*Planning, Designing & Constructing  
Police Facilities*  
September 30 – October 2, 2013

## **Virginia**

Norfolk Police Department  
*Leadership in Police Organizations<sup>SM</sup> (LPO)*  
Week 1: September 16 – 20, 2013  
Week 2: October 14 – 18, 2013  
Week 3: November 18 – 22, 2013

## **Washington**

Spokane Police Department  
*Leadership in Police Organizations<sup>SM</sup> (LPO)*  
Week 1: September 16 – 20, 2013  
Week 2: October 14 – 18, 2013  
Week 3: November 11 – 15, 2013



# Body Armor Standards: Home and Away

By Katherine Norton-Hewins, PhD, Body Armor Consultant and Researcher, Shrivenham, Oxfordshire, United Kingdom

In recent months, U.S. President Barack Obama has been put under increasing pressure to tighten gun laws after such devastating incidents as the one on December 14, 2012, at Sandy Hook Elementary School in Newton, Connecticut.

The United States has the highest gun ownership rate in the developed world with approximately 90 guns for every 100 citizens and 8,583 firearms-related fatalities in 2011 (63 of which were law enforcement officers). In 2012, 49 U.S. law enforcement officers were reported feloniously killed in the line of duty as the result of a firearm.<sup>1</sup>

The type and level of threat against law enforcement officers in other parts of the world is clearly different. In the United Kingdom, only six law enforcement officers were killed by a firearm since the year 2000—three of which were feloniously killed in 2012. Knife crime is a leading cause of concern in the United Kingdom, and the body armor worn by U.K. law enforcement officers reflects this reality.

## A Vital Tool

Personal body armor is becoming an increasingly vital tool for both law enforcement and military personnel throughout the world. Initially manufactured to prevent a projectile penetration, ballistic personal body armor is also now designed to protect against Behind Armor Blunt Trauma (BABT), including back-face signature injuries (penciling). BABT describes the spectrum of injuries that are received by an individual wearing armor after a non-penetrating ballistic impact. The extent of these injuries can range between mild grazing to organ damage and, in extreme cases, even death. A back-face signature injury occurs when the body armor retains the round, but does not effectively dissipate the energy efficiently, causing a narrow section of the armor to deform backward into the body, penetrating the skin and causing a “penetrative like” injury, see figures 1 and 2.

## The Standards

Currently, the U.K. Home Office Center for Applied Science (CAST) and the U.S. Department of Justice, National Institute of Justice (NIJ) both have ballistic resistant standards in place to assess the protective levels of armor for penetrative and non-penetrative trauma. Both of these standards have been developed through close ongoing collaboration between the two countries. Additionally similar standards exist for knife and spike resistant armors, again developed through U.S. and U.K. collaborated efforts.<sup>2</sup>

The standards that are currently in place in the United States and the United Kingdom are unique, as they are developed in conjunction with serving officers, to reflect the specific needs of the end users. While there are similarities between the requirements of a U.S. law enforcement officer and a U.K. law enforcement officer, there are also crucial differences.

There are many factors influencing the similarities and differences between the two standards. The majority of U.K. officers do not carry conventional firearms on a daily basis, and access to firearms by criminals in the United Kingdom is far less prevalent than in the United States. Although ballistic threats do exist in the United Kingdom, a knife attack is the greater risk to a U.K. law enforcement officer. Because the primary threat in the United Kingdom to law enforcement officers is from a knife attack, the majority of

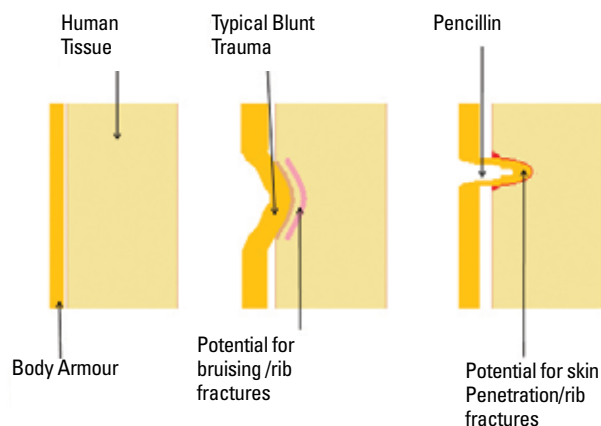


Figure 1: Left to Right. Before impact; typical blunt trauma injury; and pencilin injury.



Figure 2: Photograph showing pencilin on the back-face of armor after testing.

U.K. armor for routine patrol is both ballistic and knife resistant. Whereas, in the United States, the greater threat is from firearms. As such, the majority of the armor for U.S. law enforcement is for ballistic protection *only*.

The CAST and NIJ have developed standards to test the performance of personal body armor.<sup>3</sup> The ballistic standards are designed to test whether armor is capable of stopping specific threat rounds while being able to limit the amount of back face deformation exhibited in the clay backing material. The body armor manufacturers must demonstrate compliance of their products with these standards for them to be certified.

Both the standards for the NIJ and the Home Office Scientific Development Branch (HOSDB) use Roma Plastilina No. 1 (a type of oil-based clay) as a backing material when testing soft body armor, as seen in figure 3. The clay is conditioned to a specific temperature and is calibrated using a dropped weighted mass to check the depth of the deformation caused.

Once calibrated, the clay is flattened, smoothed, and placed a specific distance from the muzzle of the test barrel depending on the level of armor being tested. The armor is then strapped to the front of the clay box, the test barrel is loaded, and the armor is shot.



Figure 3: Plastilina block testing in accordance with HOSDB standards. The specified box size is slightly different in the NIJ standard. However, the difference is unlikely to affect the results obtained during testing.

for back face deformation and figure 5 to see the typical indentation observed in clay after testing.

The 44mm criterion was originally established after a BABT study using goats. The animals were shot at with handgun ammunition (.22- and .38-caliber) while wearing aramid jackets and physiological data was obtained before and after firing. The distension of these jackets was then compared with the distension of the jackets when tested with Plastilina, and it was concluded that 44mm was a sustainable amount of deformation before severe injury occurred.<sup>4</sup> The 44mm criterion was originally tested against goats, using low caliber ammunition, with limited bullet energy levels. However, the criterion has been extended to cover armors that are designed to protect against higher velocity, larger caliber rounds *without examining how much more energy would be transferred to the underlying tissues.*<sup>5</sup> The allowable back-face signature for body armor has been controversial from its introduction in the first NIJ test standard, and the debate on the relative

importance of penetration-resistance versus back-face signature continues in the medical and testing communities.

### Backing Material

The use of Plastilina as a testing medium in ballistic testing has many advantages: it is easy to use due to its malleability, it is reusable, it is relatively in-expensive, and it has a long shelf life. Plastilina can also provide repeatable data on how the armor deforms, allowing for comparisons of armor to be made. Clay is not a suitable medium to attempt to represent the human body's response and structure; it is a simple comparator that can be improved with a better understanding of the biomechanics it should simulate.

There has been much controversy with the use of clay and there are acknowledged limitations relating to the use of Plastilina: The clay needs to be heated before each test and calibrated before and after each batch of armor testing; the clay does not have any simulant-like properties and as such cannot be related to human tissue directly, the current testing method does not involve the measurement of the rate of deformation, which may be of great importance.

Some believe that the use of clay as a testing material for ballistic testing and the use of the 44mm pass/fail criteria lack relevance

The NIJ standard stipulates a maximum post-impact static indentation of 44mm for all levels of armor. The CAST standards stipulate a maximum level of post-impact static indentation in Plastilina of 44mm at the HG1A level of protection, and 25mm for the remaining protection levels. The HG1A level is designed to offer protection against both 9mm and 0.357 ammunition fired from handguns.

See figure 4 for a simplification of the HOSDB standard measurement method

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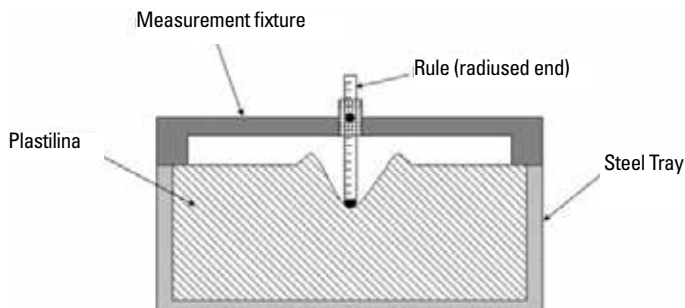


Figure 4. The HOSDB method of measuring the back face signature in Plastilina after a ballistic impact.



Figure 5: An example of the back deformations in the clay shown here with plaster of paris molds.

as the measurements are too different from those occurring in the human body.<sup>6</sup> Knudsen (who was a member of the NATO specialist team on body armor) further stated that he “found it strange that the simple depression in a backing material like clay can be expected to explain comprehensively what goes on at the moment of impact by a certain number of centimetre.” He went on to state that “we remain wholly unconvinced that this attitude could be maintained with bullets of the same weight and double the velocity.”<sup>7</sup>

More recently studies conducted by multiple research groups suggest that clay shows only the flexibility of the armor and that the future of body armor testing is with a simulator rig that can better show the physiological effect of a blow to the body after a non-penetrating impact.<sup>8</sup>

No other material has been acknowledged as a suitable replacement for Plastilina. However, Plastilina limitations, including the lack of biofidelity and the inability to provide detailed measure-

ments—excluding maximum deformation—have led to challenges of the use of clay as a suitable test medium.

While acknowledging the limitations of Plastilina, it is also crucial to note that Roma Plastilina has stood the test of time, the armors that have been tested against this medium have saved thousands of lives.

Research in to alternative backing materials and measurement techniques is ongoing, with many potential innovative and novel solutions and methods being developed.

However, what is clear is that in order to move forward successfully, any new and improved backing material or measurement technique must address all, not just some, of the limitations seen with Plastilina. Moving to an alternative method that has not been fully validated and demonstrated as effective would be a step backward that could potentially endanger lives. Both NIJ and CAST embark on an ongoing review process for their standards, as well as evaluating the

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threats faced by officers—and the alternatives to Plastilina. ❖

#### Notes:

<sup>1</sup>"Honoring Officers Killed in 2012: Line of Duty Deaths," Officer Down Memorial Page, <http://www.odmp.org/search/year?year=2012> (both accessed July 1, 2013).

<sup>2</sup>National Institute of Justice, Law Enforcement and Corrections Standards and Testing Program, *Stab Resistance of Personal Body Armour: NIJ Standard-0115.00*, <https://www.ncjrs.gov/pdffiles1/nij/183652.pdf>; and John Croft and Daniel Longhurst, *HOSDB Body Armor Standards for UK Police: Part 3: Knife and Spike Resistance*, publication no. 39/07/C (Sandridge, U.K.: Home Office Scientific Development Branch, 2007), [http://www.bsst.de/content/PDF/39-07-C\\_-\\_HOSDB\\_Body\\_Armour1.pdf](http://www.bsst.de/content/PDF/39-07-C_-_HOSDB_Body_Armour1.pdf) (both accessed July 1, 2013).

<sup>3</sup>John Croft and Daniel Longhurst, *HOSDB Body Armour Standards for UK Police: Part 2 Ballistic Resistance*, publication no. 39/07/8 (Sandridge, U.K.: Home Office Police Scientific Development Branch, 2007), [http://www.bsst.de/content/PDF/39-07-B\\_-\\_HOSDB\\_Body\\_Armour1.pdf](http://www.bsst.de/content/PDF/39-07-B_-_HOSDB_Body_Armour1.pdf); National Institute of Standards and Technology, Office of Law Enforcement Standards. *Ballistic resistance of body armor NIJ Standard -0101.06* (Washington, D.C.: National Institute of Justice, 2008), <https://www.ncjrs.gov/pdffiles1/nij/223054.pdf> (both accessed July 1, 2013).

<sup>4</sup>Victor R. Clare et al., *Body Armor Blunt Trauma Data*, data from Edgewood Arsenal: Aberdeen Proving Ground, Maryland

(Washington, D.C.: National Institute of Law Enforcement and Criminal Justice, Law Enforcement Assistance Administration, 1976).

<sup>5</sup>Jack C. Roberts et al., "Assessing behind Armor Blunt Trauma in Accordance with the National Institute of Justice Standard for Personal Body Armor Protection Using Finite Element Modeling," *The Journal of Trauma* 62, no. 5 (May 2007): 1127–1133; *Modeling for Military Operational Medicine Scientific and Technical Objectives*, by James H. Stuhmiller et al., prepared for the U.S. Army Medical Research and Materiel Command, Fort Detrick, Maryland, (San Diego, Calif.: Jaycor, 2005).

<sup>6</sup>Peter Juel Thiiis Knudsen, 1996. "Conclusions of STBA," in *Proceedings of the 3rd Meeting of the*

*Specialist Team on Body Armor* (San Diego, Calif., April 23–25, 1996).

<sup>7</sup>Phil L. Gotts and Paul M. Fenne, "Use of the BABT Simulator Rig for Soft Body Armor Assessment," in *Personal Armor Systems Symposium* (Quebec City, Canada, September 13–17, 2010)

<sup>8</sup>Katherine Hewins et al., "The Validation of a Thoracic and Abdominal Test Rig for BABT Soft Body Armour Testing," *24th International Symposium on Ballistics* (New Orleans, September 22–27, 2008), <http://www.dtic.mil/ndia/2008ballistics/Thursday/Hewins.pdf> (accessed July 1, 2013).

**Dr. Katherine Norton-Hewins** has studied injury biomechanics in the area of ballistic trauma throughout her career. She completed her PhD in the field of Behind Armour Blunt Trauma at Cranfield Defence and Security, The Defence Academy of the United Kingdom. She then moved to Detroit, Michigan, where she began her postdoctoral studies at Wayne State University in the Ballistic Impact Research laboratory led by Professor Cynthia Bir. Dr. Norton-Hewins has worked with both the National Institute of Justice and the Centre for Applied Science and Technology—formally known as the Home Office Scientific Development Branch (HOSDB). She has delivered papers at International conferences and has worked with both military and law enforcement agencies in the United States and the United Kingdom.



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# IACP FOUNDATION'S

## 7<sup>TH</sup> ANNUAL FUNDRAISING GALA

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LOEWS PHILADELPHIA HOTEL

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6.30–7.30 pm

VIP Reception with Guest  
Speaker (by invitation only)

6.30–7.30 pm

Hosted General Reception  
in Regency Foyer

7.30–10.00 pm

Dinner  
Police Officer of the Year  
Recognition in Regency  
Ballroom



GUEST SPEAKER:

**J.R. Martinez**

J.R. Martinez is an actor, author, motivational speaker and army veteran. In 2003, Martinez sustained severe burns to over 34 percent of his body while serving as an Army infantryman in Iraq.

Since his recovery, he has gone on to win ABC's "Dancing With The Stars" season 13, and his book *Full of Heart: My Story of Survival, Strength and Spirit* debuted on the *New York Times* Best Sellers List.

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### Protect. Honor. Support.

The mission of the IACP Foundation is to support injured and fallen officers and their families, protect the safety of officers, and support the goals and programs of the IACP.



the **FOUNDATION**

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Phone \_\_\_\_\_ Fax \_\_\_\_\_

E-mail Address \_\_\_\_\_

Number of Tickets \_\_\_\_\_ x U.S. \$200.00 = \$ \_\_\_\_\_

Additional names \_\_\_\_\_

## Questions?

Contact Foundation Director  
Patricia Casstevens at  
[Casstevens@theiacp.org](mailto:Casstevens@theiacp.org)  
or 800-THE-IACP x367.  
Fax completed form to  
703-836-4743.

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Make checks payable to IACP Foundation (U.S. dollars, drawn on U.S. banks only) and mail full payment (NO CASH) with completed form to:  
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**OCTOBER 19-23**  
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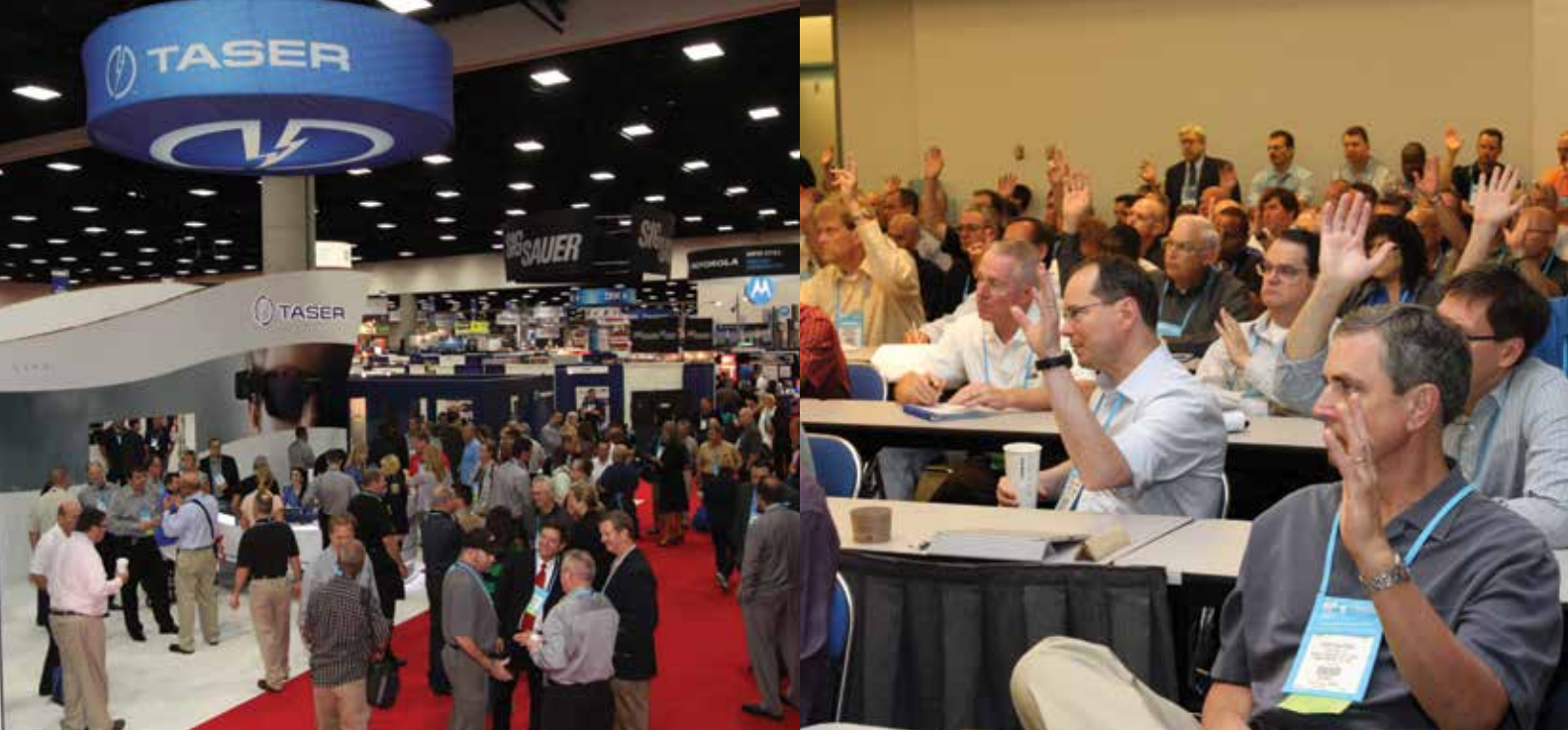
## 120TH ANNUAL IACP CONFERENCE

Law Enforcement Education and Technology Exposition

# INSIDER'S GUIDE







## Pennsylvania Convention Center Philadelphia, Pennsylvania, USA

*Conference photographs by Convention Photo by Joe Orlando*

### Conference

Conference: Saturday, October 19 through  
Wednesday, October 23, 2013

### Exposition

Sunday, October 20 through Tuesday, October 22

**D**on't miss out on the incredible opportunity to invest in the future of your career at the 2013 IACP Annual Conference and Expo! This rich experience will be held at the Pennsylvania Convention Center in Philadelphia, Pennsylvania, USA, October 19-23, 2013.

By attending this conference, you will receive a wealth of knowledge regarding the latest technology, issues, and tactics that law enforcement offers. The conference features over 200 program sessions and an Expo Hall filled with live demonstrations designed to enhance your job effectiveness and your agency's performance. Whether you are participating in the 7th Annual IACP Foundation Fundraiser or attending the Host Chief's Night Event, there will be opportunities to collaborate and network with other law enforcement executives. And, while you are in Philadelphia, taste the flavor and excitement of the City of Brotherly Love with its diverse array of cultures and attractions such as the Liberty Bell, Independence Hall, and the Philadelphia Zoo. This is an event that will be enriching professionally and culturally, so come to Philadelphia for the most important event for law enforcement all over the world!

### Registration

IACP 2013 will convene Saturday, October 19, through Wednesday, October 23, 2013, at the Pennsylvania Convention Center, 1101 Arch Street, Philadelphia, Pennsylvania, USA.

IACP 2013 is a working conference that provides law enforcement professionals opportunities to

- attend informative workshops;
- network with high-ranking officials, experts, and peers;
- stay up-to-date with IACP association information through committee/section/division meetings; and
- examine the latest in technological developments.

To assist you, this Insider's Guide provides useful information and tips for planning your conference experience. To remain updated about the events at the conference, visit the IACP 2013 website at [www.theIACPconference.org](http://www.theIACPconference.org). Updates are posted frequently.

**Online Registration:** Members can register online for IACP 2013 by visiting [www.theIACPconference.org](http://www.theIACPconference.org)

**On-Site Registration:** IACP 2013 on-site registration opens at 1:00 p.m. on Friday, October 18, and continues until 12:00 noon on Wednesday, October 23, at the Pennsylvania Convention Center.

**Conference Badges:** All conference delegates must present their photo identification to pick up their conference credentials, badge holders, and appropriate event ribbons at the convention center. Attendees registering on-site or in advance will receive their conference credentials at the Pennsylvania Convention Center.

**Satellite E-badge Registration:** While we have offered E-badge registration in the past, we are offering **NEW Satellite E-badge Registration at IACP 2013!** Members who have pre-registered for IACP 2013

will receive a bar code confirmation six weeks prior to the start of the conference, like they have in the past, which they can scan at the Satellite E-badge Registration, located on the bridge of Arch Street, which connects the Philadelphia Marriott Downtown and the Pennsylvania Convention Center. These bar codes can be attained by printing them out or saving the email confirmation on your smartphone.

- E-badge registration is open for delegates from 1:00 p.m. to 5:00 p.m. on Friday, October 18. It is then open daily from 8:00 a.m. to 5:00 p.m. on Saturday, October 19, through Tuesday, October 22.
- You can also check-in at the main registration area located on the 100 level in the **Broad Street Atrium** at the Pennsylvania Convention Center.

**Member Services Center:** New at IACP 2013 is the Member Services Center, where IACP members can interact with the staff and current members and ask questions regarding the organization. We will also introduce the new IACP Preferred program, which is a benefit program exclusive to IACP members where you can save on auto insurance, vacations, car rentals, hotel reservations, and more from nationally known providers. Stop by the Member Services Center to meet with program representatives or start saving now in the "members only" area of our website, [www.THEIACP.org](http://www.THEIACP.org). If you are a new IACP member or first-time attendee, stop by to receive a special commemorative pin.

**Hotel Room Reservations:** Using the official IACP housing bureau, Travel Planners Incorporated, is the easiest, most flex-

ible, and time-saving way to make hotel reservations for the conference. As with all conference and business travel, reservations require a first night's deposit payable by credit card or check. Reserve your hotel room in one of the following ways:

- Call Travel Planners Incorporated toll free in the United States at 1-877-IACP-123 or call from outside the United States at 1-212-532-1660.
- Book online at [www.theIACPconference.org](http://www.theIACPconference.org)

### International Delegates

For international delegates, there will be separate registration desks for all who have registered in advance or who are registering on-site. At these special international registration desks, located in the main registration area on the 100 level in the Broad Street Atrium, delegates will receive invitations to special functions as well as information to access the international hospitality lounge. Translation services in Spanish, Portuguese, and French are provided for the opening ceremonies, general assemblies, and selected workshops. Delegates can pick up translation receivers at each event location.

### First-Time Attendees

IACP members attending the Annual Conference for the first time can take advantage of a special discounted rate of 25 percent off the IACP member registration rate. Join the thousands of law enforcement personnel in attendance each year and take advantage of this unique opportunity to learn and network. First-time attendees are also encouraged to attend the First Timers' Orientation

on Saturday, October 19, from 10:00 a.m. to 12:00 noon, which will offer tips on how to navigate your first IACP conference. Be sure to also stop by the Member Services Center to receive a special commemorative pin.

### Department Purchasing Agents

Members can pre-register their departments' purchasing agents for complimentary passes to the Expo Hall. To qualify for a complimentary three-day law enforcement Expo Hall Pass, the purchasing agent must work for the government or a law enforcement agency. This includes sworn and non-sworn employees working for the local, state, or federal government.

### Police Officer Registration

Members are encouraged to have first-line and mid-level supervisors register for a complimentary Expo Hall Pass. The pass allows personnel entry into the Expo Hall to see firsthand all of the cutting edge products and services available to the law enforcement community. In this way, chiefs can attend workshops and events while their nonexecutive law enforcement personnel examine products and services. Learn about the latest technology and test the newest products on the market. This divide and conquer technique will help maximize the full scope of information, tips, and expert knowledge available.

### Public Safety Personnel Expo Hall Pass

First responders from police, sheriff, emergency medical services, fire, and hazmat organizations, as well as park rangers and the armed forces, can register for a complimentary Expo Hall Pass.

### Special Registration Categories

Many departments have recently been tightening their budgets due to a strained economy. While investing in IACP 2013 may seem costly, highlighted below are ways to allocate funds in your budget so department personnel can attend the most important law enforcement conference in history.

### Seized Assets

It is acceptable to use Department of Justice Equitable Sharing Funds for a chief of police or other law enforcement personnel to attend the IACP Annual Conference, provided the cost is ordinary, necessary, reasonable and consistent with the applicable per diem rules for his or her agency. For more details contact the U.S. Department of Justice, Asset Forfeiture & Money Laundering Section at [AFMLS.aca@usdoj.gov](mailto:AFMLS.aca@usdoj.gov).







## Department of Homeland Security Grant Funds

It is permissible to utilize grant funds from the Homeland Security Grant Program (HSGP) to cover travel costs associated with this event. Contact your State Administrative Agency (SAA) training point of contact to ensure that attendance is coordinated and approved prior to registering. The SAA may have specific requirements regarding training activities supported with HSGP funds.

## Packing for the Conference

Most official IACP 2013 events will be held indoors, and bus transportation will be provided to conference-wide events. Here's what to bring:

- Business-casual attire for conference activities
- Comfortable walking shoes—the convention center is large and you will want to see everything
- Comfortable and casual clothing for the IACP's Host Chief's Night in the Grand Hall of the Pennsylvania Convention Center — jeans and tennis shoes as well as a jacket are appropriate
- Business suit and tie (or tuxedo) for the black-tie-optional annual banquet
- Your official police uniform for Uniform Day on Monday, October 21 (cap or hat optional)

## Getting Around

If you are staying at one of the official conference hotels, transportation is provided from select hotels that are not within walking distance of the convention center. Many official conference hotels are within walking distance of the Pennsylvania Convention Center. Daily shuttle bus service will take you between your official conference hotel and the Pennsylvania Convention Center. Shuttle service will also be provided to transport attendees to Host Chief's Night and to the Annual Banquet.

Bus service will operate from **Friday afternoon, October 19, through Wednesday, October 23**, and will pick up attendees from specified conference hotels and drop them

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# Law Enforcement e-desk

Law Enforcement E-Desk was developed by an Illinois detective to improve the flow of visiting citizens at a police station by supplementing desk officers.

**Its capabilities include:**

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- Requesting services such as vacation watch
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- Researching neighborhood crime statistics
- City information
- Getting directions if lost

As a result, desk officers can focus on the more detrimental cases; and, citizens with general inquiries can get in and out of the station without creating a back log at the desk.

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

**Some of the features of E-Desk include**

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- Language selection
- Station branding of terminal face and screen
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off at the entrance to the Pennsylvania Convention Center. Signs at the hotels indicate where and when to catch the shuttle bus.

IACP has negotiated special airline, Amtrak, airport shuttle, and rental car rates specifically for IACP 2013 delegates. For additional details regarding these conference-specific rates, visit the website [www.theIACPconference.org](http://www.theIACPconference.org).

## Planning Your Schedule

Plan your conference schedule throughout the coming weeks by visiting the IACP 2013 website at [www.theIACPconference.org](http://www.theIACPconference.org). The conference program is available online, and you can use our conference planner, My Itinerary, to save information and build your own conference agenda and Expo Hall Floor Plan & Planner. You must log-in to start; if you are a first-time user, you must create an account to access your itinerary. This will also allow you to sync this information to your mobile device if you plan to use the IACP 2013 Mobile App.

## Places to Eat

Looking for a quick place to eat in between conference events? IACP will have restaurants located inside the Expo Hall, food carts conveniently located throughout the convention center and the Overlook Café, located on the 300 level of the convention center. In addition, the Reading Terminal Market is just across the street from the Pennsylvania Convention Center on the corner of 12th and Arch Streets. This historical marketplace is as old as IACP and offers a variety of different food and gift stands. Bring your family with you to the conference and enjoy Philadelphia together!

## Staying Connected

### Connection Zones

In order to continue to support the technology needs of conference attendees, four expanded and more substantial high-tech lounges called Connection Zones will be available at the convention center for you to stay in touch with work and home. These areas will include

- Wi-Fi hotspots;
- charging stations for mobile devices such as iPhones, iPads, BlackBerrys, and Androids;
- plug-and-play stations where individuals can bring their own laptops, iPads, and mobile devices to work or be in touch with family and friends at home;
- lounge areas where attendees can sit while their devices charge and network with colleagues and friends; and
- stationary laptops with Internet access so attendees can remain connected.

### Mobile App

For the third year, IACP will provide a mobile app for the annual conference. The IACP smartphone app will be available to download for free and will include comprehensive information to help you navigate through everything IACP 2013 has to offer. Transfer and sync information to your mobile devices from My Itinerary and Expo Hall Floor Plan and Planner, using your login information. View floor plans of the Pennsylvania Convention Center and the Expo Hall. Access the exhibitor list and workshop schedules, rate workshops, build your own conference schedule, access shuttle bus information – all this and much more all available at your fingertips. The conference

app will be available in September 2013 on iPad, iPhone, and Android.

## Activities on the Show Floor

**Demo Zone:** Once again featured in the Demo Zone this year are the latest unmanned vehicle systems. We have a bigger room and larger netted demonstration zone. Exhibitors will demonstrate their product capabilities as they navigate obstacles in the Demo Zone. This area is sponsored by the Association for Unmanned Vehicle Systems International (AUUVSI).

**Competition Zone:** Back again from last year is the Competition Zone, open from Sunday, October 20, through Tuesday, October 22. Step into the latest training simulators to contend for prizes as you challenge your mind, marksmanship, and driving ability. Compete with other law enforcement officers to earn valuable prizes, which are awarded twice a day. This year we will offer team prizes too!

## 2013 Official Events

### Opening Ceremony

On Saturday, October 19, from 3:30 p.m. to 4:30 p.m., the Philadelphia Police Department, along with city and state dignitaries, will welcome IACP members to IACP 2013 in true Philly style with music and a colorful display of police ceremonial pageantry. This is designated as the first official business meeting of the conference. Opening the ceremony will be the Philadelphia Police and Fire Pipes and Drums; come enjoy the entertainment and mark the beginning of the conference. The opening ceremony and both general assemblies will be held in the Terrace Ballroom of the Pennsylvania Convention Center.

### Ribbon-Cutting Ceremony

Help the IACP officially open the exposition on Sunday, October 20, at 9:45 a.m., by participating in the ribbon-cutting ceremony in the Broad Street Atrium. The Philadelphia Mummers, around since the early 1900s, will help kick off the opening of the largest police exhibition in the world. Join us at this festive event, featuring musical performances by the Mummers and a short ribbon-cutting ceremony, then make your way into the Expo Hall to see all the resources available to law enforcement agencies.

### First General Assembly and Uniform Day

On Monday, October 21, at 10:00 a.m., be part of the IACP's visual display of uniforms from around the world. All police officials are asked to wear their department uniforms. Caps and hats are optional, and



carrying firearms and other weapons is discouraged. This event's entertainment will feature the world-renowned Army Band. Additionally, the Police Officer of the Year Award winner will be honored and the Webber Seavey Award will be presented.

## Second General Assembly

Be sure to attend this event on Tuesday, October 22, at 10:00 a.m. Both general assemblies feature keynote addresses from top law enforcement officials from around the world. These general assemblies also feature major announcements and speeches geared toward the IACP audience. For the first time in annual IACP conference history, the IACP president will address the audience to discuss his accomplishments in furthering the interests of law enforcement. In addition, the Philadelphia Police Asian-American Advisory Committee will perform a multicultural dance for the assembly.

## Business Meeting

There will be a business session on Wednesday, October 23, from 9:30 a.m. to 11:00 a.m., which features a discussion of the interests of the association, a consideration of proposed resolutions, and various reports from the leadership.

## Annual Banquet—Moves to a NEW Day

The Annual Banquet will be held on a New day: Tuesday, October 22, with a reception starting at 6:00 p.m. and dinner being served from 7:00 p.m. to 10:00 p.m. The banquet will feature the formal swearing in of the IACP president and board of officers. This is a black-tie-optional event (business suits are appropriate). Seats are sold on a first-come, first-served basis and are limited. Entertainment follows the official program. Purchase your tickets at [www.theIACPconference.org](http://www.theIACPconference.org). Individual tickets are \$85.

## Education

The educational sessions feature expert instructors and experienced police executives who discuss important issues facing law enforcement leaders. Over 200 workshops are divided into 12 topical tracks; you can attend workshops from just one track or design your own educational program by attending workshops in various tracks (a partial list of workshops is found in this guide). Specialized educational platforms, such as Learning Labs, providing hands-on training; and Poster Sessions, one-on-one informational exchange are also available to enhance the learning exchange that takes place at IACP 2013.

Full conference workshop information can be found online at [www.theIACPconference.org](http://www.theIACPconference.org). Certificates of attendance for the workshops, which many attendees use for continuing education credits, will be available on-site at registration and by email to members after the conference. Be sure to scan your badge into the bar code reader located at each workshop.

## Chief Executive Track

As the primary and largest track held at the annual IACP conference, the Chief Executive Track focuses on the most pressing problems currently facing police chiefs and provides opportunities for fine-tuning individual leadership skills. The program begins the morning of Saturday, October 19, and ends the afternoon of Wednesday, October 23.

- 21st Century Organizational and Enforcement Approaches to Policing Teens
- A Chief's Legacy: Creating a State-of-the-Art Response to Children Exposed to Violence
- Children in Drug Environments: An International Concern
- Combat Intellectual Property Theft in the 21st Century: Federal Collaboration with State and Local Law Enforcement
- Combating Gun Violence: Best Practices & Lessons Learned from Cities Making Successful Outcomes

- Commission on Accreditation for Law Enforcement Agencies, Incorporated (CALEA) Law Enforcement Accreditation: New Tools for Today's Chief Executive Officer
- Community Impact: A Strategic Initiative to Assess and Improve the Impact of the Federal Bureau of Investigation's Violent Crime Investigations and Criminal Intelligence Sharing Efforts on Harm Reduction in Local Communities
- Crime Stats and Uniform Crime Report for the Police Executive: Understanding the Program and Staying Out of the Headlines
- Cyber Attacks: Not Just a Big Government Problem
- Doing More with Less: Using Data to Reduce Costs and Crime
- El Paso Intelligence Center
- Evidence-Based Policing: A Multiple-Agency Example of Incorporating Research into Practice
- Fatigue, Stress, and Cardiovascular Disease: Building Officers' Health and Resiliency
- From United Nations Police to Police Chief: Applying Lessons Learned from International Police Experience
- Fusion Centers: Supporting All-Crimes and All-Hazards Missions
- Futureshock Workshop: Technology-Enabled Change Delivering the Police Force of the Future
- Gazing into the Crystal Ball: What Is the Future for Policing
- Hate Crimes against the Immigrant Communities: Understanding the Modern Circle of Hate and Civil Rights Concerns
- Helping Communities Help Themselves: Partnering with Law Enforcement to Prevent Crime before It Happens
- Helping Law Enforcement Respond to Mass Gatherings Spurred by Social Media
- Homicide Review Process: Variations of a Successful Strategy across Urban Settings
- How to Avoid Evaluating the Wrong Areas of Employee Performance and Instead Focus on Those That Drive High Performance
- Human Traffickers: No Place to Hide from the Human Trafficking Rescue Alliance
- Integrating Unmanned Aircraft Systems (UAS) into Law Enforcement Operations
- Investigative Challenges in Today's World
- Is Your Subconscious Interfering with Your Policing? A Primer on Developing a Fair and Impartial Police Department
- Keeping Public Safety Problems from Going Viral: What Can Law Enforcement Executives Learn from Medicine about the Spread of Violence?





## HOW CAN C.O.P.S. ASSIST YOUR AGENCY? HERE ARE A FEW WAYS:

### CO-WORKERS RETREATS

EACH YEAR C.O.P.S. HOLDS A RETREAT SPECIALLY FORMATTED TO AID CO-WORKERS IMPACTED BY A LINE-OF-DUTY DEATH.

### TRAUMAS OF LAW ENFORCEMENT TRAINING SESSIONS

C.O.P.S. OFFERS SEVEN GRANT-FUNDED TRAININGS IN THE FIRST SEVERAL MONTHS OF THE YEAR. SESSIONS ARE STRATEGICALLY LOCATED ACROSS THE U.S. TO REACH AS MANY AGENCIES AS POSSIBLE.

### PSOB TRAININGS

TWO ANNUAL TRAININGS PROVIDE AGENCIES WITH THE NECESSARY TOOLS AND KNOWLEDGE TO APPROPRIATELY FILE A PSOB CLAIM FOLLOWING A LINE-OF-DUTY DEATH.



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- Law Enforcement Forecaster Town Hall Listening Session
- Law Enforcement in the Age of Cloud Computing, Part II: How Agencies have Successfully Implemented Cloud-Based Solutions and Reduced Cost and Risk
- Law Enforcement Use of Prescription Drug Monitoring Program Data
- Law Enforcement Use of Prescription Drug Monitoring Program
- Leading Communities in Crisis: Responding to and Preventing Hate Crime
- Lessons from the United Nations: Policing across Cultures
- Leveraging Private Partnerships to Respond to Low-Level Crime: A Shoplifting Case Study
- Newtown, Aurora, Oslo, Sanford, et al.: Strategies to Help Prevent, Deter, Respond and Recover from Critical Incidents and Threats in Your Community
- Officer Involved Shootings: Investigative Procedures
- Officer Safety: Traffic Operations Safety: Research, Technology Development and Outreach
- Police Interactions with People Who Have Mental Illnesses: The Procedural Justice Approach
- Policing a Changing Landscape in England and Wales: How Senior Operational Leaders Have Kept Crime Low and Confidence High through Major Organizational Change
- Policing Our Veterans, Policing Our Heroes
- Predicting and Preventing the Active Shooter
- Procedural Justice and Officer Safety
- Promising Practice for Domestic Violence: The Lethality Assessment Protocol
- Pushing the Boundaries of Officer Safety and Wellness
- Putting Quality behind the Badge: Combining the Best of Art with Science: Quality Leadership and Leadership in Police Organizations?
- Quality Police Services: Managing Data and Resources Effectively and Efficiently
- Responding to First Amendment Protected Events: How the Bureau of Justice Assistance (BJA) is Supporting Law Enforcement Agencies
- Targeting Our Government: Understanding Attacks Against Federal Government Entities from 2001 through 2011
- The New Reality in Policing: High Crimes, Shrinking Budgets, Staff Reductions Increased Public Safety Demands... Can We Still Deliver on Our Promise?
- The Role of Police in Schools: It's Not Just About Law Enforcement
- There's More to Be Done: Building Smart Organizations with Involvement and Inclusion of Our Lesbian, Gay, Bisexual, Transgender and Questionable (LGBTQ) Communities
- Transforming Your Agency through Collaborative Reform
- Understanding Decisions to Burglarize from the Offender's Perspective
- Using Social Media as an Investigative Tool
- Utilization of Wiretaps to Solve Serious Crimes Other Than Narcotic Offenses
- Yes, In Your Hometown: Combating Child Sex Trafficking in Your Community

### **Foundation Track**

This track relates how a police foundation can be a powerful and effective tool in your community. From starting a foundation to keeping it running smoothly, the sessions of the Foundation Track will answer your questions.

- Getting in the Weeds: Strategies for Daily Foundation Management
- How to Create a Police Foundation

- Police Foundations in 2013: Chiefs' Perspectives You Should Hear
- Recipes for Success: Police Foundations Collaboration with Public Safety
- Spotlight on Success: Engaging Donors
- Today's Challenges Facing Police Foundations: Finding Solutions

### Host Department Track

This track highlights the programs and achievements of the host police department. The ideas and programs shared are transferable to other agencies, regardless of size or population served.

- Active Shooter Training
- Domain Awareness, Tripwires and Liaison Programs
- Homemade Explosives (HME): The Domestic and International Threat
- Police Response to Sexual Assault: The Philadelphia Experience
- Promising Practices for Interactions between Families of Homicide Victims and Police
- Real Time Crime Center Demonstration
- School Security and Climate Safety
- Social Media as a Law Enforcement Tool
- The Holocaust and Its Meaning for Law Enforcement Today
- The Philadelphia Smart Policing Initiative: Lessons for Operational Leaders
- The Value of Public-Private Police Partnerships
- Unlikely Allies: How Innocence Organizations and Law Enforcement Are Working Together to Get the Right Guy
- What Chiefs Must Know about Building Trust within Their Diverse Communities: Challenges, Strategies and Benefits
- What Police Executives Need to Know to Save Lives in School Shooting Situations: Developing Effective Prevention and Response Protocols through Real Police/School Partnerships

### IACP Programs and Research Track

This track highlights programs and research available through the IACP that help attendees convert policy-level information into action plans for their departments. The track focuses on helping participants utilize IACP resources to deal with pressing law enforcement issues.

- Addressing Online Radicalization to Violence
- Alzheimer's Disease in the Community: Officer Safety and Liability Implications
- Assessment Center 101: Using Job Simulations to Make the Best Promotional Decisions
- From Survey Results to Action: Smart-on-Crime Juvenile Justice Strategies
- Highly Visible Traffic Enforcement Drives Truck and Bus Safety
- IACP Women's Leadership Institute: Recruiting, Promoting, and Developing Women Leaders
- Inside an IACP Management and Operational Review: Where to Start, What to Expect, and How to Learn from the Experience
- Leadership in Police Operations (LPO): An Investment in Leadership Development and Organizational Change
- Leading the Way: Improving Case Outcomes through Trauma-Informed Victim Response
- Police Culture and Policing Research: Finding Common Ground
- Social Media: What Every Chief Needs to Know
- The Link between Wellness and Officer Safety

### IMPACT Track

The International Managers of Police Academy and College Training (IMPACT) Section's goal is to facilitate the exchange of ideas and procedures for the effective coordination of education and training within police agencies.

## National Institute of Justice Saturday Session: What Works and What Matters

Saturday, October 19, from 9:00 a.m. until 3:00 p.m.

The National Institute of Justice has partnered with IACP to develop a special educational program featured exclusively at IACP 2013. This program will highlight the issues the law enforcement community has identified as critical, such as reducing traffic-related officer injuries and deaths, combating domestic radicalization and violent extremism, responding to and reducing gun violence in our communities, and reducing wrongful convictions. The National Institute of Justice seeks to make the United States safer by solving real-world crime problems through scientific innovation. In their first-ever all-day session on evidence-based policing, police executives and officers will join National Institute of Justice researchers and Acting Director Greg Ridgeway to examine what we know about the most pressing issues and challenges confronting today's law enforcement. Attendees of these interactive panels will learn about cutting-edge responses to critical questions from police executives who have implemented these responses in their jurisdictions. Attendees will also have the opportunity to participate in robust discussions with experts about what officers need to do their jobs safely and effectively. This program runs only on Saturday, October 19, from 9:00 a.m. until 3:00 p.m., so don't miss out! For full program details visit [www.theIACPconference.org](http://www.theIACPconference.org).

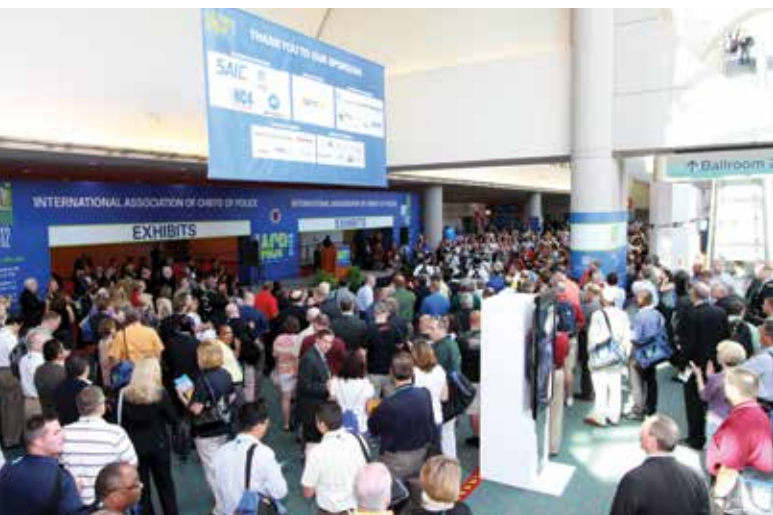
- Reducing Traffic-Related Officer Injuries and Deaths
- Technology: Tools for Working Smarter, Safer and Cheaper
- Keeping our Communities Safe: Increasing Firearm Safety through Research and Technology Development
- Solving Missing and Unidentified Persons Cases and Forensic Technologies
- Systematic Approaches to Wrongful Convictions: The Way Forward
- Domestic Radicalization: Trends, Ideology and Preventing Extremism in the Wake of the Boston Bombings

- Action Learning: Learner-Centered Applications for Active Learners
- Addressing the Needs of Police Organizations Following Incidents of Mass Violence
- Improving the Practice of Interrogation
- Police Academy Reform Partnerships: A Multilateral and Regional Approach
- Training Solutions for Effective Corruption Control

### Innovation Theatre

This educational addition is featured on the Expo Hall floor. The sessions are 20 minutes each and are designed to present innovative and cutting-edge processes and products.

- Active Shooter Rescue Teams and Incident Command
- Cops and Kids of Color: The Disproportionate Minority Contact (DMC) Youth/Law Enforcement Curriculum
- Discover Policing in 20 Minutes!
- From Law Enforcement to the Private Sector – Making a Successful Transition
- Law Enforcement and the Cloud: Navigating the Information Security Landscape and Securing Sensitive Data
- Next Generation 9-1-1 Call-to-Car Technology
- Officer 2030: The Convergence of Digital Devices: How It Will Empower and Transform the Future of Policing
- On-Demand Video Interpreting for Law Enforcement: American Sign Language and Foreign Language Interpreting for the Americans with Disabilities Act (ADA) and Title VI Compliance



- Robocop: Tech Trends for 21st Century Law Enforcement
- Safety Net Collaborative: Establishing a Wrap-around Model for Juveniles and Families for the Prevention of Youth Entering the Juvenile Justice System
- The Parents360 Rx Action Toolkit: Addressing Prescription Drug Abuse in Your Community
- Unleashing Your Department's Financial Firepower: New Ways to Equip Your Officers During This Tough Budgetary Time
- Unmanned Aircraft Systems for Public Safety

### Learning Lab Track

This track provides solid hands-on training experience. These workshops are designed to interactively engage learners to promote conceptual understanding and hands-on functions.

- Cloud Computing Assessment and Readiness: Everyone Is Talking about Cloud Computing – How Do You Know When Your Organization Is Ready for the Cloud?
- Come and Play with DNA
- COPS Learning Portal: Community Policing Training at Your Digital Fingertips
- Federal Bureau of Investigation Criminal Justice Information Services Division: Overview and Live Demonstrations of the Law Enforcement National Data Exchange, Next Generation Identification, and Law Enforcement Online Systems
- How to Investigate Online Classifieds, Social Networks, and E-Commerce Sites
- Tactical Solutions for 802.11 (Wi-Fi) Targets with Hand-Held Tools for Passive 802.11 Surveys and Active Geolocation Investigations

### Legal Officers Section Track

This track focuses on updating police executives and legal advisors on current legal practices and trends. Concise presentations explain complex legal issues in an accessible way for participants.

- Chiefs: 10 Deadly Sins That Could Cost You Your Job
- Crowd Control Standards: Protecting First and Fourth Amendment Rights
- Department of Justice Consent Decrees: Ensuring Effective and Constitutional Standards
- Employment Law Update for Law Enforcement Attorneys and Police Administrators
- Ethics for Police Attorneys
- Hot Buttons in Use-of-Force Litigation
- National Domestic Communications Assistance Center (NDCAC): Providing Assistance to the Law Enforcement

Community in the Face of Emerging Communications Capabilities

- Supreme Court Update
- The Future of Forensic Evidence and Fourth Amendment Jurisprudence

### Police Physicians Section Track

This track emphasizes several topics, including communication between police executives and police medical practitioners; assisting the IACP in implementing effective police medical practices; and promoting other essential mutual interests, professional standards, and relationships among police medical practitioners. Sessions will be of interest to both physicians and police professionals. Physicians attending this track will be eligible for continuing education credits.

- A Comparative Study of Conducted Electrical Weapon Incapacitation during a Goal-Directed Task
- Case Studies in Patrol-Based Tactical Medical Support Events of 2012
- Comprehensive Response to the Active Shooter: Integrating Federal, State, Local and Medical Assets
- Guidance for the Medical Evaluation of Law Enforcement Officers: An Update
- High Blood Pressure, High Cholesterol and Heart Attacks: A Departmental Epidemic?
- Law Enforcement Medical Implications of the Boston Marathon Bombing
- Protecting Privacy and Society: The Reality and Myth of the Health Insurance Portability and Accountability Act (HIPAA) and the Family Educational Rights and Privacy Act (FERPA)
- Tact-Tel: New Technology for a New Age
- The Balanced Warrior Initiative: Proactive Officer Wellness
- The Benefits of Implementing a Police Wellness Program
- The Neurocognitive Effects of Simulated Use-of-Force Scenarios
- The New High-Bath Salts and K2
- Utilizing Lessons from the Military and Sports Medicine to Successfully Manage Mild Traumatic Brain Injury (mTBI)

### Police Psychological Services Section Track

The Police Psychological Services Section of the IACP acts as a resource to the association on psychology-related issues such as assessment, counseling, and operational assistance. Sessions will be of interest to both mental health and police professionals. Psychologists attending this track will be eligible for continuing education credits.

- A Comparison of Police Applicants Who Are Military Veterans Versus Applicants Who Are Not Veterans on Behavioral History, Psychological Test Scales and Likelihood of Receiving a Job Offer
- Advances in Increasing the Professionalism of Police and Public Safety Psychology: A New Era of Recognition and Responsibility
- Are We Protecting Those Who Protect Us? Stress and Law Enforcement in the 21st Century
- Contemporary Methods for Improving Assessment Outcomes
- Counseling Cops: What Clinicians and Police Chiefs Need to Know
- Current Issues in Police Psychology
- Developing a Written Policy Regarding How Your Agency Should Respond to Personnel with Mental Health Problems
- Legal Update for Law Enforcement Psychologists
- Penn Resiliency Program (PRP) Approach to the Development of a Law Enforcement Officer Resiliency Training Initiative
- Preparing Officers for the Psychological Impact of Large-Scale and Lengthy Operational Events: Case Studies from Labor Disputes, Protests and Other High-Profile Extended Events
- Reasoning Errors in Ethical Decision-Making



- The Time Has Come for Electronic Recording of Pre-Employment and Fitness-for-Duty Evaluations
- Too Much, Too Ugly: Psychological Responses to Mass Casualty Shootings
- Using Acceptance and Commitment Therapy (ACT) with Mental Imagery and Movement to Construct and Treat Dynamic Expectations of Trauma Memories in Police Officers Suffering with Post Traumatic Stress Disorder
- When a Child Dies: Understanding Emergency Responders' Reactions to the Death of a Child

## Poster Sessions

This educational opportunity is designed to provide one-on-one information exchange. Topics cover a broad range of subjects including creative management, new uses of technology, and services to special groups. Enjoy a visual and concise method of learning.

- A Comparison of 1,600 Property Crime Cases from Miami, Florida, and Charleston, South Carolina
- Beyond Bullying: Resolving Operational Issues to Address Bullying
- Building Police Legitimacy One Contact at a Time
- Copper Theft Epidemic: How Meth Addicts Are Causing a Risk to Our National Infrastructure
- Drug Trends: Deadly Chemistry and Bad Medicine
- Giving Officers Better Tools to Find Information Pertinent to Investigations
- Keeping Communities Safe: Five Actions Police Executives Can Take to Have Major Impact
- Police Stress: The Good, the Bad, and the Ugly
- Police Wellness Programs: A Policy Analysis
- The Impact of the Economy on Policing

## Public Information Officer Section Track

This track provides continuing education to the section membership and holds sessions of value to public information officers. All attendees are encouraged to refine their public presentation skills by attending these sessions.

- Case Study: Boston: Leading Social Media in Crisis
- Chiefs Who Tweet (Or Blog, or Pin, or Post...)
- Law Enforcement Social Media 2.0: Improving Your Agency's Brand, Online Persons, and Engagement with Your Community
- Meet the Bloggers
- Public Information Officers Roundtable
- Social Media Implementation for Police Agencies
- Taking Your Message to the Next Level: Advanced Social Media
- The Formula of Messaging, The Skill of Relationships
- Use of Force in the Digital Age
- Using Video to Communicate with the Public

## Smaller Agency Certificate Track

Since 2001, the Smaller Agency Technical Assistance Program has presented a training track during the annual IACP conference. These sessions focus on practical solutions to the unique challenges facing the smaller-agency executive. They highlight innovation, best practices, and suggested resources in a relaxed, collegial environment.

- Bike Patrol: Improving Wellness and Community Safety
- Citizens with Special Needs Encounters: How to Keep the Community and Officers Safe
- Developing and Implementing a Fitness Requirement for Sworn Law Enforcement Officers
- Focusing on Safety, Not Servers: Moving Your Information Infrastructure to the Cloud
- Law Enforcement Encounters with Sovereign Citizens

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- New and Emerging Issues for Smaller Law Enforcement Agencies
- Officer-Involved Shootings and the Smaller Agency
- Reducing Agency Liability, While Improving Officer Safety and Wellness
- Scams from Area Code 876: What to Do Once It Happens and How to Educate Seniors from Becoming Victims
- Smart Policing: Using Data-Driven Approaches to Crime and Safety (DDACTS) in Smaller Cities and Towns
- Transforming Small Police Agencies into High Performance Organizations
- Transitioning from a Large to Smaller Department: A Survival Guide for the New Chief
- Translator-Interpreter Program: How Smaller Agencies Can Enhance Their Linguistics for Free

## Technology and Information Sharing Track

Formerly known as the Technology Institute Track, the Technology and Information Sharing Track brings together law enforcement practitioners to improve the exchange of information to allow for greater system interoperability within and across jurisdictional boundaries. This series of workshops establishes a peer-to-peer forum that seeks to improve the technical and information sharing capabilities of the law enforcement community.

- Crossing Borders to Information Resources: Secure and Seamless Information Sharing Advancements in 21st Century Law Enforcement and Public Safety Systems
- Cutting Edge Technologies for Crime Scene Investigations with the Stockton Police Department and Department of Homeland Security Science and Technology (DHS S&T)
- Cyber Security Survey: What Police Executives Need to Know
- Delivering the International Criminal Police Organization (Interpol) as a Service to Local Law Enforcement
- Department of Homeland Security Science and Technology (DHS S&T) First Responders Group: New and Emerging Tools and Technologies for Law Enforcement
- Digital Imaging and Video Recovery Team (DIVRT): An Innovative, Tactical Tool for Recovering Digital Recording Video (DVR) from Surveillance Systems and Utilizing Those Videos to Resolve Criminal Investigations
- Enhancing Criminal Justice and Homeland Security Capabilities: National Data Exchange (N-DEx) Fulfilling Its Vision to Support Criminal Justice
- Facial Recognition Goes Mobile
- FirstNet: Will the National Public Safety Broadband Network Make Traditional Communications Systems Obsolete?
- Fusing State, Local and Tribal Information: How the Federal Bureau of Investigation Uses the National Data Exchange
- How Cyber Security and Emerging Technologies are Changing Our Thinking of Law Enforcement
- Impact of Over-the-Air Programming Using Broadband on Law Enforcement Agency Operations
- Improving Officer Safety across Boundaries – The Expanding Role of Interconnectivity between Deconfliction Systems
- Leveraging Concepts and Techniques of Social Media Monitoring and Analytics to Enhance Special Event Security and Executive Protection Capabilities
- Next Generation 9-1-1 for Law Enforcement: Beyond the Comm Center: What You Should Know about the Future of 9-1-1 and Emergency Communication
- Predictive Analytics: Theories and Practice
- Smart Policing: Using Innovative Technology and Analytics for Crime Reduction
- Somebody or Something Is Always Watching: Leveraging Video Technology as a Force Multiplier

- The Challenge of Next Generation Emergency Communications
- The Mobile Ecosystem's Role in Investigations
- The Three R's of Information Sharing while Maintaining Local Control: Reusability, Return on Investment and Results: Automated Justice Regional Information System: Southwest Officer Real-Time Notification (ARJIS SWORN) and Maryland Dashboard

## Education Tips

Plan ahead. Maximize your educational experience at the conference by identifying opportunities that address specific personal or agency needs. Details about the educational sessions are available on the IACP 2013 website.

- Visit [www.theIACPconference.org](http://www.theIACPconference.org)
- Bring your team to further educate them and ensure a smooth transition from your agency's executive branch to putting it into practice.
- Click on Schedule under the Educational Program tab on the top navigation bar to search for workshops, committee/section/division meetings, daily resources, and networking events. Create a schedule in My Itinerary and print it out, or save it in My Itinerary and sync it to the IACP 2013 app on your mobile device, using your log-in and password.
- View the descriptions of workshops and biographical information about speakers.
- 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. For a list of all educational sessions, visit [www.theIACPconference.org](http://www.theIACPconference.org)
- Use the notes function in the IACP 2013 app to take notes on information presented in the workshop you want to remember.

## Networking

The conference provides unmatched opportunities for networking with colleagues from similar departments that may have solutions to the issues others are facing. Striking up a conversation with a fellow delegate is one of the best benefits of your conference experience as it opens up new possibilities. Meet more than 14,000 law enforcement professionals from the United States and 90+ countries from around the world. You will be able to share insights, trade experiences, and strengthen relationships in a professional environment that will help fortify your operation. The five-day conference will give you several opportunities to catch-up with old colleagues and meet new professional contacts at workshops, committee/section/division meetings, and hospitality events.

## Networking Tips

- Bring plenty of business cards.
- Talk to the hosts at receptions, who are national policy makers and corporate chief executive officers.
- Remember, speakers, officials, and peers are attending the same events to meet and talk with you.
- Use Twitter to identify other interesting event attendees through the use of the conference hashtag and by what they are tweeting about and the profile they have on Twitter.
- Write down contact information for every new acquaintance. When you return home, enter the information into your contact list.
- Follow-up by sending each new acquaintance notes, along with an agency patch or pin, to solidify your relationship.



## 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 schedule. Bring your department's purchasing agent and other officers from the department to help examine the new products and technology. To help you locate the items and companies you need to see, aside from the general exhibits, the hall is divided into seven pavilions:

- Administration & Training
- Communications/Information Technology (IT)
- Forensic/Investigations
- Personal Equipment
- Weapons & Tactical/Protective Equipment
- Vehicles/Vehicle Accessories
- NEW: Homeland Security

As evidenced by the recent events in Boston, homeland security has become a state AND local issue. This year, we have added a NEW Homeland Security pavilion for agencies offering services and products related to homeland security. Be sure to make this pavilion a priority on your to-do list!

A map of the Expo Hall and a separate program listing of the exhibiting companies and their booth numbers will be provided on-site. They are also available before the conference on the IACP 2013 website at [www.theIACPconference.org](http://www.theIACPconference.org) or on the IACP 2013 app. You can create a personalized favorites list with your log-in information using Expo Floor Plan & Planner on the conference website, and then sync it to your mobile devices that are equipped with the IACP 2013 app.

## Exposition Tips


**Before the Conference:** Following these preconference suggestions will help make your visit to the Expo Hall enjoyable and productive:

- Review the list of exhibitors at [www.theIACPconference.org](http://www.theIACPconference.org)
- Determine your needs and list the items you should examine.
- Build your own itinerary using the website or chose your favorite exhibitors using the IACP 2013 app.
- Refer to the advertisements in *Police Chief* magazine.
- Decide if anyone will accompany you (buyer or other department personnel).

**At the Conference:** Once you arrive at the conference, bear in mind these helpful suggestions:

- Review the Expo Hall Floor Guide to organize your plan to navigate the Expo Hall.
- Use the IACP 2013 app and receive any last-minute changes or additions to the Expo Hall.
- Plan to take two trips through the Expo Hall. The first trip is to locate the vendors you have identified in advance and to identify new exhibitors that you want to spend time visiting. On your second trip, you can actually meet with exhibitors and collect product literature.
- Use the notes function in the IACP 2013 app to take notes on products and services you are interested in.
- Mark the spot where you stopped on your map if you leave the Expo Hall before completing the circuit, so you will know where to start again. Or use the IACP 2013 mobile app to mark your favorites and booths visited.
- Allow the exhibitors to scan your conference badge for their lead retrieval database, which will expedite information gathering at the booths.

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## Philadelphia: A Quick Guide

Welcome to Philadelphia, where big-city excitement meets neighborhood charm. The second-largest city on the East Coast, Philadelphia is at the center of the Northeast Corridor and within a day's-drive of 40 percent of the U.S. population.

Made famous as the birthplace of "life, liberty and the pursuit of happiness," the city's strength is in the culturally diverse neighborhoods that merge to create a unique and dynamic destination.

Relive history in "America's most historic square mile," Independence Mall, home to the Liberty Bell, Independence Hall, and the National Constitution Center. Also located within a short walk is Elfreth's Alley, the oldest residential street in the United States; the Betsy Ross House; Christ Church and Burial Ground; the President's House, Philadelphia's official history museum; and more. Known as the Cultural District, this neighborhood helps tell the story of the creation of the United States of America.

Feel the pulse of the city through touring its historic and culturally rich neighborhoods. Experience Old World heritage in South Philadelphia's 125-year-old Italian Market where the aromas and language of the old country are alive today in shops and restaurants run by generations of the original families. Or take a stroll down cobblestone streets to view the stately historic homes of the original merchants in Old City. South Street, the "hippest street in Philadel-

phia," is famous for its eclectic shops, diverse restaurants energetic nightlife and the best people watching in the city.

The theatre district at the Avenue of the Arts glows with hotels, restaurants and performance venues. Small theatre and music venues are tucked throughout the city and region. High design to vintage shopping expresses the creative culture of Philadelphia. Walking north through the courtyard of the largest city hall in the United States appears the Convention Center District with the oldest art school and museum in the United States. Hundreds of restaurants, bars, museums, and shops are easily accessible with a short walk or subway ride from the Pennsylvania Convention Center.

Philadelphia is also home to the world's largest landscaped urban park, Fairmont Park. Within Fairmont's 9,200 acres of winding creeks, green meadows and 100 miles of rustic trails are early American mansions, historic landmarks, outdoor sculptures, and open-air theatres. Also located within Fairmont Park is America's first zoo, the Philadelphia Zoo. More than 1,300 animals from around the world, picturesque Victorian gardens, outstanding art, and historical architecture set the scene for a rewarding visit to the zoo.

- Make the most of the face-to-face meeting. Discuss your needs with the exhibitors; if they cannot help you they may be able to direct you to those individuals who can.
- Plan to carry a lot of product literature with you. The exhibitor materials are important, and they may be useful in the future.
- Schedule a demonstration or arrange for a bid to evaluate products 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 have 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.
- Share with others how the conference helped you as a law enforcement executive.

## Companions

Companions are a welcome part of the annual conference, and they will no doubt enjoy Philadelphia. To ensure the most enjoyable experience for companions, share information with them about the area and the conference, including this Insider's Guide. Be sure to register companions if they want to participate in the conference. The companion badge allows for access to the following:

- All areas in the convention center open to delegates
- Opening ceremony
- General assemblies
- Expo Hall
- Workshops
- Receptions and hospitality events
- IACP's Host Chief's Night
- Shuttle bus service
- Connection Zones

Companions will find that the convention center is a convenient spot to pick up a souvenir, use the connection zone to stay in touch with home and work, meet and network with new and old friends, relax between events and activities, and make dinner reservations at restaurant reservation desks located throughout the convention center.

## Philadelphia on a Budget

Even on a small budget, you can still enjoy all of the conference's benefits. To help you make the most of your time in Philadelphia the IACP has arranged for discounted tours with the Big Bus Company. This exciting tour provides an opportunity for visitors to sit back and take in the sights and history in a 90-minute narrated tour around the city or use the tour as an opportunity to hop on and off and visit many of the city's major tourist attractions. Tickets will be sold on-site at the Pennsylvania Convention Center. Adult tickets are offered at the discounted price of \$22.00; children ages 4 - 12 can ride for \$9.00.

For more information about Philadelphia, visit the Philadelphia Convention and Visitors Bureau's website at [www.discoverPHL.com](http://www.discoverPHL.com).

## Getting There

The IACP is offering special travel discounts to get to Philadelphia.

- Amtrak is offering 20 percent discounts on round trip coach tickets to Philadelphia;
- United Airlines is offering IACP 2013 attendees a 2-10 percent discount on airfare;
- Dollar Rent A Car is offering a 5 percent discount off Internet rates for car rentals; and
- Select IACP official hotels will have shuttle bus service to the Pennsylvania Convention Center, IACP's Host Chief Night and the Annual Banquet.





## Commuting Daily to IACP 2013

Are you within driving distance of Philadelphia? IACP is offering FREE day parking at the Mann Center and providing transportation to and from the Pennsylvania Convention Center. The free parking lot and shuttle will be available 6:00 a.m. - 6:00 p.m., from Sunday, October 20, through Tuesday, October 22. This lot is for day parking only; no vehicle should be left overnight. The Mann Center, 5201 Parkside Avenue, Philadelphia, PA, is conveniently located off of I-76. For more information on travel options, visit [www.theIACPconference.org](http://www.theIACPconference.org)

## Budget Hotels

IACP is offering government-rated rooms starting as low as \$143 per night. You do not need government identification – anyone can receive this rate.

Travel Planners Incorporated is the official, exclusive housing coordinator for IACP 2013. Some other companies might claim to have a relationship with IACP, but this is not the case—they do not offer the same advantages. Travel Planners offers the following benefits:

- No booking or service fees
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- 34 hotels specifically reserved for IACP 2013
- Hotels on the official conference website indicate whether it is within walking distance of the conference or if transportation is provided
- Immediate confirmation if you register on [www.theIACPconference.org](http://www.theIACPconference.org)
- Call center support to assist you prior to arrival and on-site

By booking with Travel Planners, you can help support IACP by booking within the block of hotels listed on the website. Make sure to use Travel Planners for your IACP 2013 hotel reservations!

## Getting Around

Once you arrive at your official conference hotel, there is no need to arrange for additional transportation. The most convenient means of transportation between official IACP 2013 conference hotels and the convention center is the shuttle bus service. Many of the hotels are within walking distance of the convention center. For the hotels not within walking distance, complimentary shuttle bus service begins on Friday, October 18, and runs through Wednesday, October 23. Times for the shuttle bus service will be posted in the official conference hotels. IACP shuttle bus service will transport attendees to IACP's Host Chief's Night and to the Annual Banquet. Access to local restaurants and shops is nearby. Free daily parking is available to those who will commute to the conference; additional details are listed in the Commuting Daily to IACP 2013 box.

## What Will I Take Home?

Your agency can benefit greatly from your IACP 2013 attendance. Collect industry brochures and souvenirs and ship them home with the FedEx office conveniently located at the Pennsylvania Convention Center. Attendees will return home with new insight into the following issues:

- How to achieve high performance when facing greater demands for police presence and calls to cut expenses
- Insight into the latest law enforcement issues from 14,000 professionals from 90+ countries worldwide
- How to take advantage of the research and materials available through IACP, including model policies, training keys, and programmatic deliverables
- How to incorporate significant insight from other state, local, and tribal departments



- First-hand knowledge from demonstrations on the latest technology and products designed to help your departments

## Philadelphia Fun Facts

- Philadelphia served as the meeting place for the United States Congress for several years, and was where George Washington served as president from 1790 to 1797.
- Philadelphia is the birthplace of the Philly Cheesesteak sandwich. Brothers Pat and Harry Olivieri first served the sandwich in the 1930s from a little hot dog stand. The sandwich was so popular that Pat was able to open his own restaurant.
- Philadelphia is the home of the Liberty Bell, an icon of U.S. history.
- Philadelphia is also home to the world's largest landscaped urban park, Fairmont Park. Within Fairmont's 9,200 acres of winding creeks, green meadows, and 100 miles of rustic trails are early American mansions, historic landmarks, outdoor sculptures, and open-air theaters. Also located within Fairmont Park is America's first zoo, the Philadelphia Zoo. More than 1,300 animals from around the world, picturesque Victorian gardens, outstanding art, and historical architecture set the scene for a rewarding visit to the zoo.

## The Lighter Side of the Conference

### 2013 Motorcycle Ride for Heroes

**When:** Saturday, October 19  
8:30 a.m.

**Location:** Brian's Harley-Davidson

**Registration:** A separate registration fee of \$75 is required for participation. To sign-up visit the Special Events page on [www.theIACPconference.org](http://www.theIACPconference.org)

Join us for a breathtaking ride through the rural Pennsylvania countryside. The Commonwealth of Pennsylvania maintains the largest number of covered bridges in the United States, and we will pass through four of these scenic landmarks along the tour. The ride will take us along mostly scenic two-lane roadways through the rural areas just outside of Philadelphia. We will depart from Brian's Harley-Davidson after a complimentary continental breakfast. There will be designated stops along the way, so bring your cameras for the extraordinary views that the fall weather will provide. Lunch will be provided upon our return to Brian's, along with gift bags. Proceeds will go to the Fraternal Order of Police Survivors Fund, which is a non-profit organization that supports the families of fallen police officers who were killed in the line of duty. Motorcycle rentals will be available for discounted prices through Brian's Harley-Davidson.



## Seventh Annual IACP Foundation Fundraising Gala honoring The IACP/Target Police Officer of the Year

**When:** Saturday, October 19

**Reception:** 6:30 p.m. – 10:00 p.m.

**Location:** Loews Philadelphia Hotel

**Registration:** Corporate Sponsorships and Individual Tickets are available; seating is limited. For inquiries about sponsorship opportunities, contact Foundation Director Patricia Casstevens at [casstevens@theiacp.org](mailto:casstevens@theiacp.org).

This year's dinner event will feature the presentation of the IACP/Target Police Officer of the Year Award, the most prestigious award of the association that recognizes valor and extraordinary achievement in professional policing. The IACP Foundation enhances the safety of law enforcement officers worldwide, proudly honors officers fallen in the line of duty through direct financial assistance to their families, and supports the critical goals and initiatives of the IACP. Corporate partners for the event can participate in the evening by purchasing a table at any of the following levels:

- Gala Champion Dinner Sponsor: \$100,000
- Guardians of the Shield: \$20,000
- Protectors of the Peace: \$10,000
- Heroes of Honor: \$5,000
- Individual tickets are available at \$200 each.

For more information on supporting the fallen and enhancing officer safety through this event, please visit the Foundation's website at [www.theiacpfoundation.org](http://www.theiacpfoundation.org).

## IACP Special Olympics—Law Enforcement Torch Run for Special Olympics 5-K Run/ Fun Walk

**When:** Sunday, October 20  
8:00 a.m.

Come out on Sunday and stretch your legs with us on Special Olympics – Law Enforcement Torch Run 5-K Run/ Fun Walk. The run will begin at 8:00 a.m. inside Fairmount Park along the stretch of road known as Centennial Drive, which hosted the first official World's Fair in 1876. The start/finish line is located in front of Memorial Hall, one



of only two buildings still standing from the World's Fair. Memorial Hall is a beautifully restored building that now houses an incredible museum geared toward educating children. The run will proceed along the scenic roadways inside of Fairmount Park, passing by the Horticultural Center, the Japanese House, and the Smith Memorial. The registration fee will be \$40 and the run will be limited to 500 participants. Proceeds will benefit Special Olympics of Pennsylvania. Participants will receive a T-shirt and transportation will be available from the Pennsylvania Convention Center. Visit [www.theIACPconference.org](http://www.theIACPconference.org) for details on how to register for the event.

## Philadelphia Highway Patrol Drill Team Performance

**When:** Sunday, October 20  
5:15 p.m. – 6:15 p.m.

Enjoy a presentation of precision riding put on by the Philadelphia Highway Patrol Drill Team! This performance features 16 Philadelphia Police Officers on Harley-Davidson Road King motorcycles. The team will exhibit 18 different team maneuvers in 20 minutes, as well as 13 two- and three-man stunts with names as crazy as the stunts themselves: the Screaming Eagle, the Shoe Drag, and the Saddle Bag Stand, just to name a few! Under the command of Captain Melvin Singleton along with Lieutenant William Lynch, the team strives to dazzle the public each year with new, exciting and daring feats performed by the best of the best of the Philadelphia Police Department. The team has been featured in presidential inaugural parades and in shows from Texas to New Jersey. This is a sight you won't want to miss!

## IACP's Host Chief's Night—Tastes and Sounds of Philly

**When:** Monday, October 21  
7:00 p.m. – 9:30 p.m.

**Location:** Grand Hall, Pennsylvania Convention Center

Join us at the premier networking event of the IACP conference, Host Chief's Night. It will be an evening of food, beverage, and

entertainment with plenty of opportunity to connect with your fellow officers. It is being held in the Pennsylvania Convention Center's Grand Hall, Grand Ballroom, and Overlook Café. The Hard Rock Café and Field House Brew Pub are also in the Convention Center and will host part of the evening's activities.

Three separate areas in the Center will entertain you with R&B, rock, soul, pop, and jazz. With plenty of seating, good food, and bars, you will have the chance to enjoy the famous sounds and tastes of Philly while mingling with old friends and new acquaintances. You will also be able to enjoy classic rock at the Hard Rock Café and some good country pop at the Field House Brew Pub.

As you move between the different areas be sure to watch for some of our special "guests": Ben Franklin, Rocky Balboa, and some of Philadelphia's cheerleaders.

Always a highlight of the annual IACP conference, Host Chief's Night provides an unparalleled opportunity for an evening of networking and camaraderie with good music and food.

## Annual Banquet

### NEW DAY

**When:** Tuesday, October 22  
6:00 p.m. - 10:00 p.m.

**Location:** Terrace Ballroom,  
Pennsylvania  
Convention Center

**Tickets:** Tickets are \$85 per person and can be purchased at time of registration, or contact Mairi Ferguson at [ferguson@theiacp.org](mailto:ferguson@theiacp.org).

Join us for the IACP Annual Banquet featuring the formal swearing-in of the president and board of officers. This is a black-tie-optional event (business suits are appropriate). Tribeca Grand, a local Philadelphia Band, will provide the evening's entertainment. Seats are sold on a first-come, first-served basis and are limited. ♦



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**TOUGHBOOK**

# CANDIDATES FOR 2013 IACP OFFICE



**John J. Bennett**

Chief of Police

Paradise Valley, Arizona, Police Department

**Candidate for Fourth Vice President**

**A**s a candidate for IACP fourth vice president, it is vital to address important issues that affect us all. More important, how can we succeed in resolving them? I will not belabor you with a lot of verbiage about who I am or what I have done because I am like you in terms of experience, education, and dedication to our profession. But it is important that you do know *something* about me:

- 40+ years experience (Pennsylvania & Arizona)
- President (2012) Arizona Police Chiefs Association
- IACP member since 1996 – Civil Rights Committee (2005-present)
- FBI National Academy (188th) & LEEDS
- Marine Corps Law Enforcement Foundation – Phoenix Chapter Board Member
- Arizona Veterans & Military Leadership Alliance – Board Member
- Military Order of the Purple Heart – Arizona LE liaison
- Arizona Special Olympics
- Villanova University – BA degree

Like all past successful IACP candidates, I too will do my best to enhance the tenants of a strong, effective IACP. I will ensure that IACP continues to successfully support you, the membership, in endeavors that will contribute to your success in protecting your communities.

I will do my best to help IACP attain breakthroughs against barriers we have faced for decades in fighting crime. In spite of our dedicated efforts, we continue to have unacceptably high levels of serious crime. Then, factor in concerns of terrorism, immigration, gun control, human trafficking, and explosions of drug use with limited funds to confront these issues. It is a wonder we do not say, "Should I look for a less challenging career?" But that is not how we are built. We will not throw in the towel.

Never in the history of IACP, have we ever had such experienced, educated, dedicated, and courageous leaders as today's members. We have the capability, now more than ever, to effect positive change. We cannot afford to repeat ineffective practices and expect to see different outcomes. But we *can* apply our collective knowledge to the current problems and make a positive difference. So, let us start to do things differently.

## My Priorities

**Survivorship** I believe that one of the greatest detriments to our success is "Survivorship." It can take years to change policies, cultures, practices, and attitudes that must change for us to be effective. Being courageous is not enough. Too many times, it leads to dismissal, either voluntary or involuntary. Our average tenure is not long enough to effect meaningful change. Most of us do not have the independence in authority to do the right thing in all aspects of our position. Some are forced into an expedient, safe, and politically correct modes of operational survivorship.

I am prepared to begin an effort to change the process of how effective police leaders are appointed and retained that can lead to more independence and mutual benefits for both the entity (town, city, county, or state) and the chief. The process can begin by interacting with the appointing authority organizations (U.S. Conference of Mayors, associations of county and city managers, city councils, and county supervisors) to inform them of the mutual benefits of a more uniform practice of hiring, retaining, and relieving chiefs that protects the interests of both sides. We have nothing to lose and everything to gain.

IACP must continue its strong presence and speak out forcefully on issues that may be controversial, but in our hearts we know will better protect the public we serve. IACP's value to the membership is its commitment to act on issues and speak on their behalf when individual chiefs cannot. We have the political

acumen, strength, and experience for this type of engagement.

**Terrorism** The uniqueness of terrorism is that its occurrence is similar in nature with the same inherent challenges in every country around the world. Never has the word "international" been such an essential component and as fundamental to IACP as it is today. Terrorism has further raised that bar. We must continue to strengthen our relationships and interactions with our international members. Communication and information sharing has never been more critically important among our world membership. This will be a major focus for me.

**Immigration** This is not just a problem of individual states. It is a national challenge and only meaningful federal legislation can deal with it once and for all. IACP must have a strong voice in helping craft that legislation. After all, we help to enforce it.

**Officer safety** Every member has this as a major priority. I fully support SACOP's SafeShield initiative and IACP's Center for Officer Safety and Wellness. IACP must continue its current effort to make sure that all agencies are fully connected to those initiatives and have effective policies and training in place that safeguard our personnel.

**Military veterans** This one is very important to me. Our military veterans deserve our admiration and respect. They are well trained and disciplined. They also deserve an open pathway to a law enforcement career if they desire. How do we do this? The COPS Office "Vets to Cops" program has helped enormously in this effort. But several states have Veteran Preference laws that allow points to be added to a veteran's entry exam score. I would use the power of IACP to help make this a federal law.

I am asking for your support to help achieve these goals and look forward to the opportunity to contribute and further enhance this great association.

I hope to see you in Philadelphia. ♦





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# CANDIDATES FOR 2013 IACP OFFICE



## Donald De Lucca

Chief of Police

Golden Beach, Florida, Police Department

Candidate for Fourth Vice President

**A**s a new, young police chief in 2001 I did not realize how much I did not know. Without IACP and the mentoring of countless police chiefs—many who would become my dear friends, success would have been very difficult. The past 12 years has taught me how important IACP is and its powerful influence on the direction of policing worldwide. Having been given so much by so many in my career, I am asking for the opportunity to give back by serving IACP and its members as your Fourth Vice President.

I have learned much during my police career that began in 1981 when I joined the Miami Beach Police Department as a 20-year-old recruit, many of those lessons have been and will continue to be the foundation of my service to IACP.

We serve one of the noblest of professions. The great men and women we have the privilege to lead are called to serve in increasingly challenging and dangerous times. Great leadership in policing has never been more critical—not just at the top of our organizations, but throughout agencies as well. There is no profession where leadership at the front line is more important than policing. Leadership development and reigniting the passion to serve honorably will be my primary focus.

The continued success and influence of IACP depends on the ability and vision of our leaders to understand the dynamic changes confronting our profession that demand a focus on directive research, the application of critical thought and best practices, effective management of change, and designing effective solutions for a 21st century world.

Developing strong, enduring relationships in an increasingly connected and interdependent world is critical to continued success. The IACP cannot be effective without strong relationships with the state associations while continuing to work with members domestically and internationally.

It is equally important to understand IACP's history and contribution, while con-

tinuing the great legacy of our association.

While leadership development, strong relationships, and our legacy of service will be the foundation of my leadership, I have focused my concern on the issues of gun violence, officer safety and wellness, and growing the IACP membership globally:

**Gun violence:** We must ensure that offenders are being appropriately dealt with in our criminal justice system, that current law is being appropriately enforced, and that repeat firearms offenders actually face stiffer penalties.

**Officer safety and wellness:** As leaders, we will continue to build on the successes of the many IACP initiatives. At the same time we must explore innovative strategies and educational processes that will promote the increased health and wellness of our officers. The men and women we serve must be our primary focus, and our responsibility to nurture their hearts, bodies, minds, and spirits must never waver.

**Grow the IACP membership and engage our members:** We are a member-driven organization blessed with a litany of talent waiting to be called to action. Outreach here and internationally will create a collaborative effort to navigate the challenges of today and tomorrow. It will be my goal to actively engage the extensive resources available to IACP.

As your candidate, I have travelled across the country, even internationally, to listen and understand your concerns. I have attended the IACP board, financial review, executive committee, and SACOP meetings to understand where we are as an organization and the future direction of our association.

I have listened to our members to understand pressing issues. Every concern is important. The safety of our children in their schools, the violence on our city streets, response to acts of terrorism and natural disasters, and finding ways to develop our future leaders in an environment of fiscal restraint, rapid change, and increasing com-

plexity all require dynamic, innovative, and tireless leadership.

In preparation for my candidacy of the IACP, I have been fortunate to serve our association in several capacities over the years. As a member of the Legislative Committee, the Executive Committee representing cities of 100,000 to 500,000, and for the past 10 years chairperson for the annual Conference Committee. In addition, I was the Host Police Chief for the 2005 IACP annual conference in Miami Beach.

As an officer in the City of Miami Beach, I served a community of 100,000 residents with approximately 10 million visitors a year. I had extensive opportunities while progressing through the ranks of a department of 400 sworn. In 2001, I was named chief of police and held that position until retirement in 2007.

Today I am the chief of the Golden Beach Police Department, an agency of 21 officers who police a residential community. Working in Golden Beach has given me another perspective on policing and a true appreciation for the challenges of being in a smaller agency.

My education includes a bachelor's degree from Barry University, and I am a graduate of Northwestern University's School of Police Staff and Command. Additionally, I have been a leadership trainer for agencies nationally and have attended numerous senior management courses.

In closing, I am deeply grateful to the numerous people who have supported my campaign this past year, but a special thanks to our Town of Golden Beach mayor and council members, and especially our town manager.

This election is about the future of our great organization. For that reason, I humbly request the opportunity to serve as your fourth vice president. Thank you and I look forward to seeing all of you in Philadelphia. ♦

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# CANDIDATES FOR 2013 IACP OFFICE



**James R. Craze**

**Chief of Police**

**Greenbelt, Maryland, Police Department**

**Candidate for Vice President at Large**

It is not often that a candidate for the office of vice president at large has the opportunity to view his or her candidacy from the perspective of an incumbent. Having been elected by the membership to serve the unexpired term of Chief Patty Patterson (Ret.), I enter this election with an advanced understanding and appreciation of the role and responsibilities of the office. I am both pleased and humbled to seek a full term as a vice president at large for which I ask for your support.

By virtue of my years of service to the organization, I have had the honor of meeting many of you. For those who I have yet to have the pleasure, I am the chief of police for the City of Greenbelt, Maryland, a suburban community of 22,000 souls located in Prince George's County, Maryland, 10 miles north of Washington, D.C.

My journey to this point in my career is likely similar to that of most of you. I served four years in the military as a U.S. Air Force Air Police canine handler. Upon my return from service, I was hired as an officer with the City of Greenbelt, Maryland, Police Department where I have served my entire career. I was promoted to chief of police in 1986. I am a graduate of the University of Maryland, the 146th Session of the FBI National Academy as well as the 29th Session of LEEDS. I am a past president of our state and county police chiefs associations. The Greenbelt Police Department attained national CALEA Accreditation with Excellence in the fall of 2012.

Serving in a variety of appointed and elected positions within our association over the past ten years has been the highlight of my law enforcement career. During this time, I have observed tremendous innovations within our profession and a commensurate growth of the association's ability to serve its membership. The IACP has been at the forefront of emerging trends by providing research, guidance, and direction to its members. As an example, without question

one of the most significant of these developments was the support of the D-block by Congress, through direct interaction by the IACP leadership and other key public safety entities, which provides needed communications interoperability after 9/11.

The IACP is the preeminent global representative of police executives. But in order for it to be effective and remain vital and relevant, members must step forward to become active in the organization. The size of the agency you represent is irrelevant; whether it has a few employees or thousands. The length of time you have been in your law enforcement executive position does not render you more or less qualified to serve. The key is a desire to serve your profession and to help lead this organization in our rapidly changing world.

The IACP is the comprehensive professional organization that "Serves the Leaders of Today and Develops the Leaders of Tomorrow." The association serves its membership by developing and showcasing progressive law enforcement practices in the form of new technology, administrative initiatives, best practices, and benchmarking.

Leaders of tomorrow are developed through the Center on Police Leadership and the Police Chief Mentoring program. It is to this aspect—developing the leaders of tomorrow—that I offer this challenge. It is often said "be the change you want to see." The association needs you to step forward to give of your talent and expertise.

It may seem odd that I am devoting my candidate statement as a call to service to my law enforcement colleagues, but the reality for the IACP Board of Officers is that even as we are moving through these elected offices, we are actually moving out of our terms of service. Every year, members of the IACP sections and committees and members of the IACP Board of Officers will leave their positions as new leaders take their seats. This change helps keep this organization fresh.

There is no question that participation in the association involves an investment of time and financial resources, sometimes personal in nature. Meetings and conferences will take you away from your agency and family and may require extensive travel. Make no mistake—participation in the IACP is demanding. But it is vitally important that new leaders step forward every year to take on the work of our profession and our association.

As I look back over my service to the organization, I cherish the time spent with colleagues as a member of the Executive Committee, the Financial Review Committee, the Election Commission, the State Association of Chiefs of Police (SACOP), the Foundation Board of Directors, and as a judge of the Webber Seavey Excellence in Policing award and the many visits to Capitol Hill on behalf of the organization to lend our voice to vital law enforcement initiatives. I look forward to the next challenge armed with the experience gained from my past and current service.

This will be my final election with the IACP, and I anticipate that, should I be elected, this position will be my capstone role with the IACP. I look forward to the challenges ahead, and I hope to be able to continue in my service to you, our noble profession, and this fine association. But more importantly, I urge every one of you to look for opportunities to serve in the International Association of Chiefs of Police. ♦





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# IACP 2013 EXHIBITOR LIST

Current as of July 10, 2013



## 3M

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## 3SI Security Systems

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5.11  
911 Signal Technology Inc.  
ABM  
AccessData  
Accident Support Services International Ltd.  
Ace Technology Partners  
Acme Auto Leasing  
Action Target  
Actionable Intelligence Technologies  
Adorama  
Advanced Public Safety  
AeroVironment, Inc. (AV)  
Aimpoint Inc.  
Airborne Law Enforcement Association  
Airsoft Megastore  
Aker International, Inc.  
Alcohol Countermeasure Systems  
Alert Tracking Systems, Inc.  
All Traffic Solutions  
Alternative Ballistics, LP  
Amchar Wholesale, Inc.  
Amendment II  
American Diving Supply  
American Eurocopter  
American K9 Interdiction, LLC

3149

549

353

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3319

2609

3064

631

949

3517

2462

3563

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2441

1815



## American Military University

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American Police Beat  
American Traffic Solutions, Inc.  
AMTEC Less-Lethal Systems  
Anchor Uniform Manufacturing LLC.  
AngelTrax Mobile Video Surveillance  
Anti-Defamation League

2418

957

619

1519

3255

2715

1617



## Appriss Inc.

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Architects Design Group, Inc. (ADG)  
Arizona State University Online  
ArmaLite, Inc.  
Armor Express  
Armored Group, LLC  
AT&T  
ATK Law Enforcement  
Atlantic Safety Products  
Atlantic Tactical  
Aurora Flight Sciences  
AUVSI  
Avid Technology  
Avrio RMS Group  
Awards and More

907

2649

3001

3425

1425

2051

2333

325

3264

1625

1914

2458

2208

729

656

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BAIR Analytics Inc.  
Barb's Harley Davidson  
Bates Footwear  
Battery Junction  
BB, Inc.  
Bell Helicopter Textron, Inc.  
Beretta USA Corp.  
Bio Tec Emergency Services  
**BioStat, LLC**  
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Blauer Manufacturing Co.  
BMW Motorrad USA  
Bode Technology  
Boston Leather, Inc.  
Brattleboro Retreat  
Bratton Technologies, Inc.  
Brazos Technology  
BrightPlanet



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Brite Computers  
Brother Mobile Solutions  
Bubble Technology Industries Inc.  
Buck Knives, Inc.  
BULLARD  
Bureau of ATF  
Business Watch International

## CAAS LLC

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CALEA



## California University of Pennsylvania

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Callyo Covert Investigative Technologies  
Campbell/Harris Security Equipment Company  
CAPERS  
Cardinal Tracking, Inc.  
CARFAX  
Carlson Software, Inc.  
Carson Sirens  
Cassidian Communications  
CavCom, Inc.  
CDWG  
Cellebrite USA  
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Century International Arms, Inc.  
Cerberus Black Ltd.  
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Chinook Medical Gear Inc.



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1153

1165

1665

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3464

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1403

649

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207

3027

Citizen Observer, LLC  
CLEARCUBE TECHNOLOGY  
CMI, Inc.  
Coban Technologies, Inc.  
Code  
Code 3, Inc.  
CODY Systems  
Cognitec Systems  
Colt Defense  
Columbia College  
Columbia Southern University  
Combined Systems, Inc.  
Command Concepts  
Complus Data Innovations, Inc.  
Computer Information Systems, Inc.  
ComputerCOP



## Concerns of Police Survivors

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Cop Tech Forum

CopBook, Inc.

## Coplogic

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COPS / Office of Community Oriented Policing Services

Corona Solutions

Corvus Integration

CovertTrack Group, Inc.

CRC Press / Taylor & Francis Group LLC

Critical Solutions International

Cross Match Technologies, Inc.

CRY WOLF / Public Safety Corp.

CSI Academy of Florida

## Cummins-Allison Corp.

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Cygnus Law Enforcement Group

CYRUN

D.A.R.E. America

Dan Burns Associates, Inc.

Danner

Data911

Datalux Mobile Computers

Datron World Communications

Datum Filing Systems

DeBourgh Mfg. Co.

Deep Trekker Inc.

Defense Logistic Agency

DeKalb County Police Department

Dell Inc.

Department of State / Bureau of International

Narcotics & Law Enforcement Affairs (INL)

DeSantis Gunhide



## Dewberry Architects Inc.

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DHS Office of Emergency Communications

DHS Office of Operations Coordination and Planning

DHS TRIPwire

Diamond Airborne Sensing

Digital Ally, Inc.

819

1162

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625

1013

2341

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1205

1107

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1111

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3253

2003

963

3049

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3628

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527

2460

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2507

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552

1907

2309

3133

1849





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Digital Management Solutions	2813	<b>GE Healthcare</b>		IntelEvent	2315
Diplomatic Security Service	2801	<i>See our ad on page 9</i>		Intelink	2211
DLS Weapon Storage Systems	3101	Gemalto/Envoy Data		Intelligence Project/SPLC	1812
DoD Domestic Preparedness Support Initiative	1226	General Dynamics		Intelligent Solutions	553
Dodgen Mobile Technologies	1700	<b>General Motors</b>	<b>2041</b>	InterAct	924
Domestic Nuclear Detection Office	2007, 2008	<i>See our ad on page CV4</i>		Intergraph Corporation	201
Doron Precision Systems, Inc.	1415	Genetec	910	InterMotive Vehicle Controls	2950
DoubleStar Corporation	3512	GH Armor Systems	1721	International Armored Group US	1725
Draganfly Innovations Inc.	2954	Gladiator Forensics LLC	2965	International Association of Crime Analysts	3205
Drug Enforcement Administration	2405	Global Software	1119	International Association of Law Enforcement	
Dummies Unlimited, Inc.	1324	Global Traffic Technologies I Opticom	2359	Intel Analysts	2416
DuraTech USA, Inc.	3412	Glock, Inc.	3301	International Public Mgmt. Assn. for Human Resources	3209
DutySmith	1506	Gould & Goodrich, Inc.	1615	INTERPOL Washington, U.S. National Central Bureau	2847
DynCorp International	2613	GovX	1058	Interview Tracker	1163
Ear Phone Connection, Inc.	319	GPI360	2365	InTime Solutions, Inc.	1101
Ecoatm	2012	<b>GraffitiTech, Inc.</b>	<b>2959</b>	Intrado Inc.	1301
Edge Tactical	1612	<i>See our ad on page CV2</i>		iRobot Corporation	3029
EF Johnson Technologies	548	Grand Canyon University	3003	iSniper, Inc.	3457
eFORCE Software	2125	Gridless Power	2915	Iveda Solutions	225
Eiseman-Ludmar Co., Inc.	1252	GSN: Government Security News	2209	JAMAR Technologies, Inc.	1260
Elbeco, Inc.	2941	Gtechna	1064	Juluen Enterprise Co., Ltd.	2363
ELSAG North America	1941	Guardian Tracking	2708	K9 Storm, Inc.	1413
Emblem Authority	1106	Handheld	3112	Kahr Arms	3504
Emergency Communications Network	1007	Harley-Davidson Motor Co.	2149	KDH DEFENSE SYSTEMS, INC.	2207
E-merging Technologies Group, inc.	2317	Harris Corporation	240	KelTech Tactical Concealments	1259
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Enforsys	507	HeartMath, Institute of	2515	Kimber Mfg. Inc.	3329
Entenmann-Rovin Company	1300	Heckler & Koch	3524	KOVA, Corp.	1214
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ExtremeBeam llc	3411	High Intensity Drug Trafficking Areas	2329	LanguageLine Services	3114
Fairfax Identity Laboratories	3062	Hint Mounts	3013	Laser Shot	3100
Farber Specialty Vehicles	1559	Hogue Inc.	3304		
FATPOT Technologies	1118	Honeywell Batteries	253	<b>Laser Technology, Inc.</b>	<b>2841</b>
FBI National Academy Associates	2513	Horace Small	1331	<i>See our ad on page 41</i>	
Fechheimer	1241	HTS-Americas	2312	Laserfiche	3128
Federal Law Enforcement Training Accreditation Board	3213	Hughes	2819	LaserMax, Inc.	3453
Federal Law Enforcement Training Center	1909	HWI	3310	Law Enforcement Exploring	759
Federal Resources	2304	I/O Solutions, Inc.	2514	Law Enforcement Innovation Center	3354
Federal Signal Corporation	1541	IACP - Programs and Services Booth	2425	Law Enforcement Training Network (LETN)	2006
FELLFAB Limited	3557	IACP 2014 - Orlando	2424	Law Officer Magazine	2608
<b>FGM Architects</b>	<b>760</b>			Lawmate America	3161
<i>See our ad on page 57</i>		<b>IACP Net</b>	<b>2521</b>	LAWs Communications	1115
Fiber Brokers International	3564	<i>See our ad on page 92</i>		LDV, Inc.	413
Fight Crime: Invest in Kids	862	IBM (i2/COPLINK/SPSS)	1040	<b>Leach Mounce Architects</b>	<b>2325</b>
First Response Replicas	1958	Icom America	1109	<i>See our ad on page 73</i>	
Fisher Labs	3165	ICVN	2201	LeadsOnline	2749
Fits Sock Co.	1500	IDenta	3263	LEDLights/Phantom Prod	2111
FLIR Systems	1649	IES Interactive Training	441	Leica Geosystems, Inc.	3053
FLIR Systems, Inc.	1411	iKey	1229	LEID Products	1057
FNH USA	3363	Image Sensing Systems Inc.	233	Leisure Pro	2921
Ford Motor Company	2059	Impact Power Technologies	2316	Lenco Armored Vehicles	1749
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Forensic Testing, inc.	2917	IndigoVision	1258	Lewis University Online	2509
Fortress Systems	1763	Information Discovery Services (IDS)	3152	Lexipol, LLC	2511
Foster & Freeman	3262	Innocorp, Ltd.	3119	LEXISNEXIS	1325
Fox Tactical	3413	Institute for Law Enforcement Admin.	3211	LGC Forensics	3160
FQS, ANSI-ASQ National Accreditation Board	3105	Institute for Preventive Strategies (IPS)	3018	Liberty Art Works, Inc.	3025
Franklin Covey Co.	2928	Institute of Police Technology & Management	628	Lifeloc Technologies, Inc.	3164
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Galls	555			Livengrin Foundation	2506
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GammaTech Computer Corporation	1809				
Garmin USA	1711				



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Logistic Systems, Inc.	655
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Looseleaf Law Publications, Inc.	2665
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LTAS Technologies Inc.	3059
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Mackenzie	3228
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Magnet Forensics	3060
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Maritime Law Enforcement Training Center	3106
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MDI Traffic Control Products	418
Mears Motor Leasing	1962
MediaSolv Solutions Corporation	2759
MedReturn, LLC	2716
Meggitt Training Systems, Inc.	828
Mental Health First Aid USA	2517
MetalCraft Marine Inc.	1814
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Metropolitan Interpreters & Translators	1200
Michigan State University, School of Criminal Justice	3210
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Microsoft	663
Milestone Systems	1216
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Morpho	2655
Motion Picture Association of America	2206
Motion Reality, Inc.	3206
Motorola	120
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municibid.com	725
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National Association of Police Athletic/Activities	2614
National Association of School Resource Officers	453
National Center for Missing & Exploited Children	2615
National Crime Prevention Council	3107
National Insurance Crime Bureau	852
National IPR Coordination Center	1925
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National Law Enforcement Challenge	2625
National Law Enforcement Officers Memorial Fund	1801
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National Public Safety Information Bureau	1129
National Sheriffs' Association (NSA)	2305
National Shooting Sports Foundation	3414
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National White Collar Crime Center	2400, 2404
Naval Criminal Investigative Service	3048
NC4	1061
NCITE	1012
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NDPC	2406
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NetMotion Wireless, Inc.	717
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NIGHTSTICK	3426
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NMS Labs	2859
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Oakley, Inc.	2001
Odyssey Specialty Vehicles	1919
Office of Justice Programs, USDOJ	2604
Officer Survival Solutions	3312
OHD, LLC	715

Omega Group, The	1227
OnSSI	1051
Oregon Aero, Inc.	1758
Original S.W.A.T. Footwear	1710
OTSolved LLC	1060
OtterBox	2504
OTTO	854
Outdoor Outfits	1225
P.I.N.S., Inc.	1350
Pacific Coast K9	2714
PAE	2616
<b>Panasonic</b>	<b>331</b>

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PCTEL	1113
Peacekeeper International	1328
Peerless Handcuff Company	1508
Pelican Products	1720
Penco Products, Inc.	3007
Pennsylvania State University	1811
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Piaggio Group Americas, Inc.	1762
Pilatus Business Aircraft, Ltd.	1806
Plastic Card Systems, Inc.	1215
PLI Global	2710
Plustek Technology Inc.	3126
PMAM Corporation	1117
Pocket Radar, Inc.	2505
Point Blank Enterprises, Inc.	1607
Point Emblems	1116
Police & Sheriffs Press, Inc.	1501
Police and Security News/Days Communications, Inc.	1706
Police Executive Research Forum	2924
Police Foundation	2610
Police Magazine	1713
PoliceOne.com	825
PoliceTrades.com	3458
Polygraph Institute, The	2409
Porter Lee Corporation	2851
POSS by VCS	814
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PowerDMS	2518
PowerFlare	1719
PowerTac FlashLight	3415
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PredPol	762
Printek	906



**Priority Dispatch Corp.** 701  
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Pro-Gard Products 2249

**Project Lifesaver International** 1015  
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PRO-VISION Video Systems	2755
Public Safety Training Consultants	2501
PublicEngines	347



**Purdue Pharma, L.P.** 3424  
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Quantico Tactical	1525
QuikClot®	1708
QuiqLite	2415
Radio IP	1014
RAM Mounting Systems	2319
Raybestos Brake & Chassis	1964
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ReconRobotics, Inc.	1701
RECONYX, Inc.	1401
Red Barn Innovations / Friction Force	2508
Red The Uniform Tailor	925
Redflex Traffic Systems, Inc.	1825

**Redstone Architects, Inc.**  
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Regional Information Sharing System (RISS) 1358

RELIM Wireless Corporation 455

Reveal Media Ltd 3063

RF Design & Integration 3328

Ring Power Corporation 2763

Rio Law Enforcement Ammunition 3550

RjR Innovations 3154

RoboteX 2300

**Robotronics** 2600  
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Rontan Signals 2231



**RTT Mobile Interpretation** 848  
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Ruger Firearms	3500
Safety Innovations	824
Safety Vision LLC	1209
Saltus Technologies	763
Samzie's Uniforms	1702
Santa Cruz Gunlocks	3463
Sarkar Defense	3265
SAVAGE RANGE SYSTEMS, INC.	3529
Savant Learning Systems - V-Academy	3011
Schedule Express by Informer Systems	917
ScheduleAnywhere	2307
Schrader Group Architecture, LLC	3104
sComm, Inc.	1062
Scott Safety	2952
Seahorse Protective Equipment Cases	1601
SEAL 1, LLC	3308
SecureIt Tactical, Inc.	3359
SecureWatch24, LLC	908
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Seirus Innovation	3219
Setina Mfg. Co., Inc.	2131

**SIG SAUER** 3541  
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Simply RFID	1304
Simulation Technology	2909
Simunition	3327
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**Smith & Warren** 757  
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**Smith & Wesson** 3241  
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Soncell North America	1865
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Southern Police Institute	3220
Southern Software Inc.	857
Spacesaver	2949
Sparta Promotions	3218
SpeakWrite	1005
Spiewak	1133
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Springfield Armory	3624

**Sprint** 213  
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SST (ShotSpotter) 1531

Stalker Radar 1218

Stamm Manufacturing 3664

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Star Signal Vehicle Products	2225
Stark Aerospace	1715
STARLIMS	3260
Steck Manufacturing Co.	1716
Stevenson University	761
STI-CO Industries, Inc.	1257
Stop Rubbernecking	2956
StopTech, Ltd.	733, 818
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Streamlight, Inc.	3405
Strong Leather Co.	1510
Sun Badge Company	1606

**SunGard Public Sector** 831  
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Survival Armor, Inc.	1619
SymbolArts, Inc.	1714
Systematic Filing Products/Visual Display	3124
Tactical Electronics	506
Tactical Medical Solutions	3204
Tactical Products Group, Inc.	3552
Tactical Public Safety LLC	1105
Tait Communications	815
Tangent	3017



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**Taser International** 641  
*See our ad on page CV3*

Tecton Architects inc.	3117
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Televate, LLC	1255
Terradyne Armored Vehicles	2263
Terralux, Inc.	3516
Tex Shoemaker & Sons Inc.	3216
TG3 Electronics, Inc.	409
The Officer Survival Initiative	3553
Thermo Scientific	2946
Thomson Reuters	533
Ti Training Corp	1831
Tiburon, Inc.	613
Tiffin Metal Products	749
Timberland PRO	1515
TIP Systems (Texas Inmate Phones)	1611
TKL Outdoors	3510
Tomar Electronics, Inc.	1951
Top Ten Regalia	1316
Total Recall Corp.	2733
Track Star International, Inc.	407
Tracker Products	313
Traffic Logix	1155
Traffic Safety Service, LLC	3014
TransCOR Information Technologies	1263
Transportation Security Administration	1904
TriTech Software Systems	807
Truckvault, Inc.	1963
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U.S. Police Canine Association, Inc.	3306	Vislink Surveillance	1114
U.S. Postal Inspection Service	2752	Voodoo Tactical	1707
U.S. Secret Service	2101	VT Miltope	1031
UKTI Defence & Security Organisation	513	W.L. Gore & Associates, Inc.	2215
Ultra Electronics, Special Operations Technology	2955	Walden University	1056
United Public Safety	3005	Waldorf College	3212
United States Food & Drug Administration	3364	Walsworth Publishing Company	1251
University of Oklahoma - College of Liberal Studies	856	WANCO, Inc.	2709
<b>University of Phoenix</b>	<b>2301</b>	Warson Group, Inc.	1511
See our ad on page 55		WatchGuard Video	1431
University of Wisconsin-Platteville	2311	Weldex Corporation	1208
UR International, Inc.	1157	WHELEN	2141
USA Software, Inc.	661	Will-Burt	607
USAonWatch.org	2516	<b>Wilmington University</b>	<b>2414</b>
Utility Associates	931	See our ad on page 101	
V.H. Blackinton	1514	Wilson Estes Police Architects	1805
Vectrix, LLC	3333	Winchester Ammunition	3325
VERINT	1901	Windwalker Corporation	2412
VeriPic, Inc.	1219	WiredBlue LLC	3015
Verisk Crime Analytics	2827	Wolfcom Enterprises	3562
Versatarm, Inc.	449	Wynyard Group	3261
Vest Man, The	3620	Xerox	913
Video Insight	3020	Zco Corporation	901
VideoRay LLC	3058	Zebra Mats	1254
VIEVU	1164	Zebra Technologies	1610
		Zetron, Inc.	416
		Zimmerman Architectural Studios, Inc.	3217

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**1731**

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(Rx Pattern Analysis Tracking Robberies and Other Losses) is a Web site designed to assist law enforcement efforts to apprehend and prosecute pharmacy robbers and scammers, as well as to help protect pharmacies. [www.rxpathrol.org](http://www.rxpathrol.org)

*All of these programs are provided at no cost. Our goal is to help keep prescription drugs out of the hands of criminals in order to ensure that these drugs are available for patients with real medical needs.*



Law  
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Education

For more information, contact John Gilbride,  
Director of the Law Enforcement Liaison and  
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# The Creation of the National Crime Agency in the United Kingdom

By Keith Bristow QPM, Director General, National Crime Agency, United Kingdom

**T**he concept of “policing by consent” has been a cornerstone of law enforcement in the United Kingdom for almost 200 years.

The willing cooperation of the public toward being policed, and the need for the police to earn the public’s trust and cooperation, influences the U.K. approach as much today as it did in 1829, when the first organized police force came into being in London and each of its officers was presented with a copy of Robert Peel’s “Nine Principles of Policing.”

But whilst the philosophy shaping how any country protects its citizens may remain constant over time, law enforcement is ever changing—and rightly so. Crime threats keep evolving, and law enforcement’s tactics and strategies must do the same.

In the United Kingdom, the creation of SOCA (Serious Organised Crime Agency) seven years ago brought together different agencies and changed the landscape substantially. SOCA built on the successes and learned from the experiences of its predecessors to increase the U.K. focus on tackling serious organized crime, both at home and through solid international partnerships. Its approach recognized that domestic borders are not the only defensive line against contemporary crime threats.

The United Kingdom now needs to take that work to another level in order to match and, wherever possible, get ahead of the changing crime threats from serious, organized, and complex crime. The planned step change is one of the most ambitious to be delivered for generations.

At the center of the wide-ranging law enforcement reforms is the creation of the National Crime Agency (NCA). The new agency will be fully operational in October 2013, subject to legislation being passed by the Houses of Parliament, and the NCA is very clear on what it will need to achieve.

For example, local, international, and organizational boundaries are losing their

relevance in matching the response to contemporary threats. At the same time, those threats have the potential to target people at the most local level of all—in their own homes. Organized crime no longer needs to occupy physical space to be a danger. The Internet has transformed how criminals operate—people can be victimized by personal data hacking and online child abuse without opening their front doors. Criminal groups deliberately cross from one police force area to another, spreading their activities and attempting to stay sufficiently below the radar in any single area to avoid law enforcement attention, yet leaving considerable criminal impact in their wake. Fraudsters develop high-volume low-impact scams, figuring that most people will not bother to report a small loss, that even if it does get reported law enforcement will not feel inclined to investigate, and that multiplying that small loss by enough victims can be more profitable and considerably less risky than robbing a bank.

Globally, international law enforcement partners have recognized the value of intervening before a crime occurs. Not one single gram of the tons of heroin and cocaine consumed by users in the United Kingdom, the United States, and Australia is produced in those countries. It must cross international borders to reach the streets, and the closer to local streets it gets, the more resources local law enforcement agencies must use to deal with the fallout. Class A drugs provide a graphic illustration, but criminal groups cross boundaries and invade local communities with other commodities and threats. The principle is the same for human trafficking, arms trafficking, fraud, and cyber crime, amongst others.

It is impossible to protect a neighborhood from contemporary crime threats through local policing alone. Indeed, in protecting people from the impacts of

crime on their doorsteps—and inside their homes—no single force or agency can confront the threats by itself.

Local policing, strongly grounded in communities, is vital and will stay that way. But so is collaboration across police force boundaries, across the range of national agencies, and across transnational borders. And if operational boundaries are defined too closely—as agencies and as nations—law enforcement agencies play directly into the hands of those criminals who will do all they can to turn those rigid definitions into new criminal activity opportunities.

## What Will the NCA Do to Make a Difference?

First, it will provide national leadership, aligning and directing the U.K. collective response to serious, organized, and complex crime. The United Kingdom has never before had an agency with this specific responsibility and authority. When it comes to dealing with national level threats, its more than 40 police forces and numerous national agencies have been equal participants, whose collaboration and cooperation had to be negotiated on a case-by-case basis, through “a coalition of the willing.” Not one U.K. agency was in the position to take an overview or ensure that collective resources were being used and targeted in the most effective way.

Under the NCA, that loose arrangement will be replaced by a structured approach, with strong cross-agency leadership and a clear understanding of how individual organizations contribute.

Another big difference is that the NCA will be responsible for producing and sharing a single intelligence picture of organized crime affecting the United Kingdom. This will increase confidence in the information shared, and enable collectively prioritising targets, the activity against them and the resources to tackle them.

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The NCA will have a broader remit than any single U.K. agency before it. As well as tackling organized crime, it will accelerate efforts against economic crime, protect children from exploitation, and bring together experts on cyber crime to form the first U.K. National Cyber Crime Unit. It will have a new role in strengthening U.K. border defences, ensuring for the first time that all the law enforcement agencies in and around the border understand their contributions to U.K. security, and the NCA will lead and coordinate action to address threats.

The agency will have the means to reach across international boundaries when needed, and the new levels of cooperation the NCA will achieve in the United Kingdom can be effective only if the quality of its partnerships overseas is equally high.

SOCA is recognized rightly for its success in connecting the United Kingdom with law enforcement partners overseas and in protecting the public at home through joint interventions and investigations. It works alongside the five eyes (Australia, Canada, New Zealand, the United Kingdom, and the United States) in all the key threat areas around the world. The relationships enjoyed at the most senior levels among the five eyes' governments are mirrored by the work their officers do every day to make these nations safer.

It is vital to all that this expertise is not lost, so whilst the NCA replaces SOCA it will build on the work of SOCA, including the U.K. network of liaison officers based overseas and relationships with foreign law enforcement community officers based in London.

NCA's intention is to deliver a single face for U.K. law enforcement working overseas, managed by NCA officers working from U.K. embassies and missions. In support of this, David Armond and Trevor Pearce, who have been appointed respectively Directors of the NCA Border Policing Command and NCA Operations, have commissioned a review of SOCA's overseas network to identify new opportunities for intervention, including where new posts might be opened.

The author spoke at a recent U.S.-U.K. event in London that underscored the countries' joint commitment and the ongoing operational partnerships between their law enforcement agencies.

One of the key outcomes was a recognition that partnerships now need to go beyond cooperation. This is new territory. Needed are ways to develop joint action and joint investigation and to share assets and information.

Some of the emerging ideas included how the countries might work together in other countries of mutual threat—developing international task forces where U.K. and U.S. officers work side by side, and with host nation partners—to intervene as close

to the source of a threat as possible; to consider how to support each other in countries where only one country's agencies are represented; to increase global coverage; and to use solidarity to shrink the space occupied by international criminals.

Care is needed to ensure understanding of the differences between the respective jurisdictions. The NCA is committed to an alliance, which it is hoped will become the benchmark for international operations more broadly.

To support closer working with its international partners, the NCA will adopt a front-desk approach for accessing professional services and support. It will have a central tasking function—NCA Coordination and Tasking, or NCAT—providing a gateway for partner requests for NCA support, and overseeing the deployment of NCA operational assets.

The NCA is currently refining NCAT's functions with a limited range of U.K. partners and anticipates expanding that range of partners further over the coming months. Eventually NCAT will be responsible for the 24/7 gateway, which will ensure the NCA can respond urgently as the need demands.

As the United Kingdom moves toward the NCA becoming fully operational later this year, the NCA is taking the opportunity to test out its philosophy, assumptions, and operating models. Part of that thinking is how the NCA will measure its success.

This measurement will be about three main areas. First, how well does the NCA unify the overall law enforcement effort in the United Kingdom to deliver a coherent response against serious, organized, and complex criminality? Second, the recognition that the NCA's crime fighting focus will require it to be open and transparent, which means having a relationship with the public and sharing assets and knowledge more readily. Third, it will be about the NCA's impact, and for me this is in part about building a better understanding of a much broader range of threats and the full range of potential responses to those threats. For example, the NCA will always target high-level criminals through traditional investigative techniques, gather the best evidence against them it can, work with its partners in the criminal justice system to take cases to court, and seek the appropriate sanctions. This is the bedrock of most countries' approaches to tackling serious, organized, and complex crime.

## Conclusion

All must recognize that—in some cases—the most effective response will not necessarily be the conventional one. Throughput to the criminal justice system will tell only part of the picture. Being more creative and innovative in the way law enforcement tackles, prevents, and disrupts emergent threats like cyber crime is needed.

Robert Peel's Nine Principles of Policing from 1829, includes one that is strikingly pertinent in the context of 21st century crime threats and makes this point perfectly. It advises "to recognise always that the test of police efficiency is the absence of crime and disorder, and not the visible evidence of police action in dealing with them."<sup>1</sup>

A colossal challenge still exists. The public wants to see criminals face justice and tends to judge law enforcement efficiency on the number of people entering the criminal justice system and the sanctions applied to them rather than on the damage law enforcement is able to prevent. This does not mean that protecting the public is best served by allowing the commission of a crime in order to deliver satisfaction when it is solved, prosecuted, and punished.

The need exists to shift to a sharper focus on the value of preventative and disruptive law enforcement strategies, and nowhere is that as relevant as in upstream interventions with international partners. It may be harder to demonstrate in terms the public relates to, but it is a vital part of NCA's ambition.

If better protection for the public is the priority, this challenge must be met. A way ought to be found to help the public understand that organized crime is real, and, wherever it originates, it has real effects in every community. People may not see it, or know that they see it, but they feel its impacts even when they do not recognize them as such.

That is why the NCA will likely move to a system akin to that used to measure counterterrorism success, where questions such as what is the threat, what is the impact, what is NCA doing, and what is the difference are asked.

The NCA will be a visible, accessible, and open organization. The people who work in it, the public they serve, and the criminals they target are to be quite clear about what the agency stands for and what it delivers.

A crucial element of protecting the public is building a relationship of trust. That is not just about providing peace of mind, though of course that is an important part. It is also about providing a foundation that helps to give victims and witnesses the enormous courage they need to tell law enforcement what is going on. It is the job of everyone in law enforcement to create an environment where people have confidence in the professionals they are talking to—without fear of reprisal. If this public confidence is achieved, a vital blow against the ability of organized crime to diminish communities will have been struck. ♦

## Note:

<sup>1</sup>Metropolitan Police, Office of the Commissioner, *General Instructions* (1829).

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# Increased Globalization of Organized Crime and Terrorism: Europol and the EU Perspective



By Patrick G. Byrne, Europol Senior Representative, European Police Agency, Washington, D.C.

The globalization of organized crime and terrorism brings a new challenge to the men and women in law enforcement both within the intelligence communities and, most of all, on the front line. The tragic events in Boston earlier this year, serve as a chilling reminder to all that on any given day, law enforcement may have to deal with life-threatening situations sometimes brought about by circumstances emanating from global criminality or terrorism with no obvious connection to a local causation factor. Staying ahead of the criminals and the terrorists is not easy, but matching the new threats with coordinated law enforcement responses in the form of global information sharing among partners is a good platform to start from. This article shares some of the developments in information sharing from a European Union (EU) perspective with a focus on how Europol, the European law enforcement agency, is meeting these challenges with innovative, partnership-based approaches, working to make not only European citizens safer but also the global community.

## Increased Globalization of Organized Crime and Terrorism: Europol and the EU Perspective

The increased globalization of organized crime and terrorism is an emerging phenomenon that is the subject of both strategic and operational analyses and much academic discussion. Law enforcement colleagues are regularly heard saying “Being a cop is the same the world over.” Each faces similar challenges and problems, such as the lack of financial or operational resources, legal impediments and constraints, many of which become significantly more challenging when placed in an international or cross-border context. However, the evidence shows that criminality and terrorism are now more than ever operating within and exploiting a borderless environment, which is facilitated by the exponential growth of the Internet, the global interaction on trade and financial services, and the limitless travel options now available. Communities’ legitimate desire for greater freedoms in a modern lifestyle create challenges for law enforcement when international legislation and information sharing capabilities do not always keep pace with the phenomenal growth in global connectivity. The European Union started out as an economic experiment in collaboration, following an era when wars and conflict were commonplace in Europe, and continuously strives to strike the balance between delivering the freedoms and prosperity it aspires to for its citizens whilst also trying to ensure that their safety and security are protected.<sup>1</sup> The awarding of the iconic Nobel Peace prize to the European Union in 2012 is a testament to its success and achievements.<sup>2</sup>

However, challenges to safety and security within the European Union remain. The evolution of the European Union has posed new challenges for law enforcement, requiring an effective coordinated approach not just within the broader law enforcement community but also across all public and private sector elements of society. Europol, now a full EU commission agency since January 1, 2010,





is the embodiment of EU law enforcement cooperation and the primary EU law enforcement agency—providing 24/7 support not just to law enforcement officers in the EU member states but also to its international partners, whilst working in conjunction with other established international agencies such as Interpol, Eurojust, and Frontex.

Developing and delivering bilateral and multi-lateral law enforcement cooperation is not an easy task. The United States—with more than 18,000 law enforcement agencies and entities—knows this only too well, and it has faced up to the challenges of coordinating the federal, state, and local resources with the fusion center concept. Post-9/11 fusion centers have seen significant improvements in facilitating coordinated and effective law enforcement responses to both terrorist and organized crime investigations. Europol itself could be described as a European fusion center—ready, willing, and able to support its international partners and colleagues. It is a major international fusion center collecting, collating, and analyzing data and delivering support to EU member states and its operational and strategic partners.<sup>3</sup>

Recent findings, both in Europe and the United States, identify very similar trends indicating an increase in the globalization of transnational organized crime and terrorism. Criminal intelligence is the lifeblood of any law enforcement agency wherever it is situated, and maximizing efficiency in how this information is managed and shared nationally and internationally will be a key factor in successfully meeting the many challenges that lie ahead.

### Europol: History and Background

Europol's mission is to support its member states in preventing and combating all forms of serious international crime and terrorism. From the 1970s to the present, the idea of a European police agency was nurtured; developed; and, later, underpinned by a number of EU treaties. Europol's mission has substantially remained the same as that reiterated in the Rhodes Vision of 2003, which stated "the core business of Europol is receiving, exchanging and analysing information and intelligence." Europol has set about becoming the "European center for intelligence exchange, development, analysis, cooperation and support in relation to the fight against international organised crime" and terrorism.<sup>4</sup> It also produces a number of threat assessments and situation reports that contribute to the setting of the EU Policing Priorities.<sup>5</sup>

Earlier this year, Europol published both its *Serious Organised Crime Threat Assessment* (SOCTA) and its *Terrorism Situation and Trend Report* (TE-SAT) both of which identify criminal and terrorist threats and trends that indicate the global reach of these phenomena.<sup>6</sup>

Europol also houses the newly established European Cybercrime Center, EC3, which is dealing with a global crime issue that requires a coordinated global law enforcement and public and private sector response.

### Increased Globalization of Crime and Terrorism

Europol's *Serious Organised Crime threat Assessment 2013* identifies some interesting trends and threats. There are an estimated 3,600 organized crime groups (OCG's) active in the European Union. These groups have developed a more "International and Networked form of Serious and Organised Crime" fully exploiting "International Trade, an ever expanding global transport infrastructure and the rise of internet and mobile communication."<sup>7</sup> The *Europol Terrorism Situation and Trend Report* (TE-SAT) also identifies possible significant threats to EU and Western interests arising from the ongoing situation in the Middle East, North Africa and the current civil war in Syria, conflicts that have attracted an increased number of potentially radicalized EU citizens "fighting alongside groups associated with religiously inspired terrorism" who may on their return "pose a threat to" and "may have an impact on the future security situation in the EU."<sup>8</sup> Are sufficient resources in place within international law enforcement to monitor threats to the global community from radicalised and violent individuals or groups who have multi-jurisdictional travel access?

The Internet also acts as an "essential communication platform for terrorist organisations and their sympathisers, enabling increasingly wide-spread access, anonymity and connection to a global audience that can be addressed in a targeted way."<sup>9</sup> This major global challenge to countering homegrown violent extremism begs the question, "Is law enforcement positioned to competently deal with "lone wolf actors" who can be difficult to detect?"

The U.S. assessment outlined by the U.S. Director of Intelligence, Mr. James Clapper to the Senate Select Committee on Intelligence identifies very similar challenges that can confront frontline officers in the United States, Europe, or elsewhere, such as in the tragic events in Boston earlier this year.

*Al-Qaida-inspired HVEs [homegrown violent extremists] ... will be motivated to engage in violent action by global jihadist propaganda, including English-language material, such as AQAP's Inspire magazine....HVE planning in 2012 was consistent with tactics and targets seen in previous HVE plots and showed continued interest in improvised explosive devices (IEDs) and U.S. Department of Defense (DoD) targets.*

*Transnational organized crime (TOC) networks erode good governance, cripple the*

*rule of law through corruption, hinder economic competitiveness, steal vast amounts of money, and traffic millions of people around the globe. TOC threatens U.S. national interests in a number of ways [cybercrime, drug activity, facilitating terrorist activity, money laundering corruption, human trafficking, and environmental crime].*

*The Intelligence Community is monitoring the expanding scope and diversity of "facilitation networks," which include semi-legitimate travel experts, attorneys, and other types of professionals, as well as corrupt officials, who provide support services to criminal and terrorist groups.<sup>10</sup>*

This latter quote is of significant interest because it addresses the convergence of illicit actors or networks between transnational organized crime and terrorism that can make accurate intelligence gathering, crime prevention, and detection more difficult. The infiltration by criminal and terrorist networks of licit structures and networks in an effort to disguise their criminal intent is also a challenge: "In an interconnected world, the pipelines linking these threat actors and networks cut across borders, infiltrate and corrupt licit markets, penetrate fragile governments, and undercut the interests and security of our partners across the international community."<sup>11</sup>

So what can be done about it? How should scarce, limited resources be positioned for best effect? Europol and the EU member states' national law enforcement agencies are constantly trying to find innovative solutions to these challenges. No one country or agency has the answer to each and every problem, but, by effective information sharing, the threat posed from the globalization effect of transnational organized crime and terrorism can be successfully combated.

### Europol Products and Services Supporting EU Member States and Beyond

International criminal and terrorist groups operate worldwide, making use of the latest technology. To ensure an effective and coordinated response, Europol and its international partners need to be equally flexible and innovative, ensuring their methods and tools are up to date. Europol maintains state-of-the-art databases and communication channels, offering fast and secure facilities for storing, searching, visualising, analyzing, and linking key information. The gathering, analysis, and dissemination of this information entail the exchange of large quantities of personal data. In discharging these functions, Europol adheres to the highest standards of data protection and data security. All Europol databases and services are available 24 hours a day, seven days a week. Whenever requested by a member state, experts



and specialist services are made available by deploying officers equipped with mobile connectivity to the databases and specialist services in Europol headquarters—providing real-time, on-the-ground support.

Europol also has strategic and operational agreements with a number of countries and partners, which means that within certain operating guidelines and regulations the legal basis is in place for exchange of operational information. This exchange includes valuable real information (names, addresses, phone numbers, dates of birth, travel records, DNA, fingerprints, and so forth) that can be turned into valuable, usable information. Within the Europol framework there are strict controls ensuring that each member state and international partner retains control of the intelligence that they contribute and that citizens privacy rights are not infringed.

Each EU member state has a designated Europol national unit (ENU), which is the liaison body between Europol and the EU member states. The heads of Europol national units (HENUs) meet on a regular basis to advise Europol and the Europol Management Board on operational matters and other issues. Each HENU seconds at least one liaison officer to Europol, who is hosted at the headquarters in their own liaison bureau. The liaison bureaus are part of their countries' national unit and represent the interests of their countries. ENUs are the link between Europol and EU law enforcement authorities.

Having these liaison officers deployed in Europol headquarters ensures a live 24/7 link between Europol headquarters in The Hague and the 28 ENUs in the nations' capitals. Europol also hosts liaison officers from 10 non-EU countries and organizations who work together with Europol on the basis of cooperation agreements. This network is supported by secure channels of communication provided by Europol. In addition, Europol has two liaison officers seconded to Washington, D.C., and one to Interpol's headquarters in Lyon, France.

The secure communication system provided by Europol, SIENA, connects all the

actors not only to the liaison bureau officers co-located in the Hague but also to the ENUs in each member state or to any international partner who agrees to host a SIENA connection within their organizations. SIENA is a state-of-the-art tool designed to enable swift, secure, and user-friendly communication and exchange of operational and strategic crime-related information and intelligence. It has a strong focus on interoperability with other systems at Europol and other cooperating states and organizations.

The facilities at Europol headquarters is also home to specialised criminal analysis laboratories and other specialised facilities designed to combat cybercrime, euro counterfeiting, and other crimes. The annual European Police Chiefs Convention takes place at Europol, hosting more than 200 high-level participants debating topical issues pertaining to modern policing. To its non-EU and international partners, Europol provides a unique and effective "one-stop shop" for engaging with the European Union and international law enforcement colleagues.

### EU Policy Cycle and EMPACT Projects

Europol plays a vital role in the implementation of the EU policy cycle for organized and serious international crime. This multiannual cycle tackles the most important serious criminal threats to the European Union.

EMPACT is the European multi-disciplinary platform against criminal threats. It is part of the intelligence-led policing approach to tackling organized crime, identifying priorities, and establishing an international team work approach to bring down criminal groups that threaten the security of the European Union. This affords the opportunity for non-EU countries to provide significant information to Europol for consideration—to influence policy makers in the European Union in relation to the threats identified by external agencies and partners.

The *Serious Organised Crime Threat Assessment (SOCTA) 2013* recommends the following eight priority areas:

1. Facilitating of illegal immigration
2. Trafficking in human beings
3. Counterfeit goods with an impact on public health and safety
4. Missing trader intra community (MTIC) fraud
5. Synthetic drugs production and poly drug trafficking in the European Union
6. Cybercrime
7. Money laundering
8. Environmental crime and illicit waste trafficking and energy fraud

### Europol Information System

The Europol Information System (EIS) is the reference system for offenses and individuals involved and other related data to

support member states, Europol, and its cooperation partners in their fight against organized crime, terrorism, and other serious crimes. The EIS helps identify criminals operating across borders and provides investigative leads. For example, Cross Border Crime Check (CBCC) is a functionality that allows the instant identification of possible links upon the upload of new data into the EIS. All parties involved in CBCCs are automatically informed by system notifications when they may be investigating the same person or that those two seemingly unrelated criminals are regularly contacting the same telephone number.

### The Europol Platform for Experts (EPE)

Europol also provides a number of Expert Platforms (EPE) some available to international colleagues.<sup>12</sup> In 2012, the EPE grew to encompass more than 2,000 new users. A wide range of expertise is now covered by 25 online communities open to external users with expertise on a variety of law enforcement issues. Some examples follow:

- Child sexual exploitation
- Counter Terrorism Centre
- Environmental crime (EnviCrimeNet)
- European Platform for Gang Experts
- European Law Enforcement Communicators Platform
- Financial Crime Information Centre
- Intellectual Property Crime
- Special Tactics

Europol's EC3 European Cybercrime Center now also offers a specific Cybercrime platform available to both law enforcement and the private sector, which is known as SPACE, (the secure platform for accredited cybercrime experts).

### Europol's Operational Support Role

In 2012, Europol used its information capabilities and operational expertise to support authorities in EU member states in 15,949 cross-border cases, a 16 percent increase compared to 2011. Altogether 414,334 messages were exchanged between 373 competent authorities in 27 member states and 22 third-party partners.<sup>13</sup> For operational and legal reasons it is not possible to disclose specific details of live operations but the following is a small sample some of relatively recent cases of international cross-border investigations supported and/or coordinated by Europol:

**Operation PLAYA** involved a major cocaine smuggling case with participating countries: France, Spain, and Sweden supported by Andorra, Colombia, Cyprus, Estonia, Germany, Israel, Malta, the Netherlands, Switzerland, the United Kingdom, the United States, and Venezuela. Investigators from the various countries delivered the following significant results:

- Eight members of the criminal group faced criminal charges in Sweden for



trafficking multi-ton shipments of high-quality cocaine from South America to Europe. Another trial on money laundering related to drug trafficking started in Spain after a final verdict had been delivered in Sweden.

- More than 30 people have been arrested throughout the world.
- The investigators linked the suspected criminals to a sophisticated network of companies created to facilitate money laundering, money transfers, and property acquisitions.
- 1.4 tons of cocaine were seized on a 15-meter sailboat bound for Europe. The total amount of seized cocaine had a street value of almost €500 million (about \$657 million).
- Spanish National Police froze several bank accounts as part of the investigations into money laundering and approximately €6 million (almost \$8 million) was seized in five different countries, linked to reinvestments in real estate, a discotheque, businesses, luxury vehicles and ships. The network appears to have invested and spent at least €12 million (\$15,752,400 at the June 25, 2013 exchange rate).

**Operation ATLANTIC** was led by the United States' Federal Bureau of Investigation (FBI) and coordinated by Europol, with the participation of France, Italy, the Netherlands, Spain, and the United Kingdom concluded on February 29, 2012. The operation focused on individuals exploiting a private file sharing software for online child sexual exploitation purposes. Europol analysis revealed further links of several suspects to previous operations involving child sex offenders. The above investigative and reporting activities facilitated the identification process in EU countries, which led to the detection of a network of offenders that were producing and distributing severe child abuse images, in some cases with toddlers and infants. The investigation also led to the identification of child sex offenders and several victims who had been sexually abused by these criminals.

- After more than a year of investigations in EU Member States, 37 child sex offenders were identified.
- Among them, 17 were arrested for child sexual molestation and the production of illegal content.
- Moreover, eight victims have been identified.

#### Countering Violent Extremism

Europol, in cooperation with the U.S. Department of Homeland Security (DHS), initiated Countering Violent Extremism (CVE), which is aimed at exploring opportunities to share knowledge, best practices, and lessons learned in countering violent extremism on both sides of the Atlantic. A number

of meetings and seminars were held during the year, along with a series of case studies, one of which resulted in a joint Europol/DHS report on the Oslo incident in 2011.

Europol launched a secure web-based Experts Platform for Countering Violent Extremism that can be accessed by EU member states and U.S. federal, state, and local law enforcement officials for online collaboration.

#### The Way Forward

The increase in the globalization of organized crime and terrorism will continue to pose new challenges and threaten the safety and security of citizens. However, there is

strength in unity and a shared purpose. Constructive focused inter-agency cooperation whether at a local, national, international, or global level will always yield the best results and ensure that all law enforcement energies and resources are fully targeting those criminals and terrorists who seek to destroy the safety, security, and well-being of communities. Following the callous murder of Garda Síochána (The Irish National Police Force) colleague Gerry McCabe and the international award winning journalist Veronica Guerin in June 1996, a mobilization of both the state authorities and the people resulted in the establishment of the Irish Multi-Agency



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Criminal Assets Bureau, which was given a robust legislative package and had widespread public support in tackling organized crime and terrorism by targeting criminal assets and the profits of crime.

Europol stands ready not only to support the citizens and communities in the European continent but also to play its part working with all other likeminded international partners to defeat global criminality and terrorism—making the global community safer. ♦

#### Notes:

<sup>1</sup>The European Union (EU) is a unification of 28 member states united to create a political and economic community throughout Europe.

<sup>2</sup>The Nobel Peace Prize 2012 was awarded to the EU “for over six decades contributed to the advancement of peace and reconciliation, democracy and human rights in Europe.” “The Nobel Peace Prize 2012,” [http://www.nobelprize.org/nobel\\_prizes/peace/laureates/2012/eu-facts.html](http://www.nobelprize.org/nobel_prizes/peace/laureates/2012/eu-facts.html) (accessed May 31, 2013).

<sup>3</sup>Europol operational and/or strategic partners are Albania; Australia; Canada; Colombia; Croatia; Iceland; Norway; Switzerland; Interpol; and the following U.S. law enforcement agencies: Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF); Drug Enforcement Administration (DEA); Federal Bureau of Investigations (FBI); Immigration and Customs Enforcement (ICE); Internal Revenue Service (IRS); Naval Criminal Investigative Service (NCIS); and the U.S. Secret Service (USSS).

<sup>4</sup>Europol, “History: The First Years 1999-2004,” <https://www.europol.europa.eu/content/page/first-years> (accessed June 20, 2013).

<sup>5</sup>“Europol’s Priorities,” <https://www.europol.europa.eu/content/page/europol-s-priorities-145> (accessed June 20, 2013).

<sup>6</sup>Europol, *SOCTA 2013: EU Serious and Organised Crime Threat Assessment* (s-Gravenzande, NL: European Police Office, 2013), <https://www.europol.europa.eu/sites/default/files/publications/socta2013.pdf> (accessed June 20, 2013); and Europol, *TE-SAT 2013: EU Terrorism Situation and Trend Report* (s-Gravenzande, NL: European Police Office, 2013), <https://www.europol.europa.eu/sites/default/files/publications/europol>

[\\_te-sat2013\\_lr\\_0.pdf](#) (accessed June 20, 2013).

<sup>7</sup>Europol, *SOCTA 2013*, 6.

<sup>8</sup>Europol, *TE-SAT 2013*, 7.

<sup>9</sup>*Ibid.*, 12.

<sup>10</sup>James R Clapper, “Worldwide Threat Assessment of the U.S. Intelligence Community,” statement of record, before the Senate Select Committee on Intelligence, March 12, 2013, 4-5, <http://www.intelligence.senate.gov/130312/clapper.pdf> (accessed June 20, 2013).

<sup>11</sup>*Trans-Atlantic Dialogue on Combating Crime-Terror Pipelines: Dismantling Converging Threat Networks to Strengthen Global Security* (Washington D.C.: National Defense University, June 2012), 2, <http://cco.dodlive.mil/files/2012/08/Crime-Terror-Pipelines-DC-Final-Report.pdf> (accessed June 20, 2013).

<sup>12</sup>Further information on how to access these services can be obtained at <http://www.europol.europa.eu> (accessed June 21).

<sup>13</sup>*Europol Annual Review, 2012* (s-Gravenzande, NL: European Police Office, forthcoming).

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He previously served as a detective chief superintendent in Ireland having been an operational police officer in the Garda Síochána (The Irish National Police Force) for 32 years. During his career in the Garda Síochána, he served as the head of the National Security and Intelligence Branch (subversive and organized crime), as the chief bureau officer of the Multi-agency Criminal Assets Bureau and as the head of the National Drug Unit Operations. He was also appointed to establish the Garda Síochána Professional Standards Unit delivering statutory operational audit functionality for the National Police Force.

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# Experience Sharing in Combating Cross-Border Telecommunications and Internet Fraud Crime in Taiwan

By Te-Hua Lin, Commissioner, Criminal  
Investigation Bureau, National Police  
Agency, Taiwan, Republic of China

**W**ith years of experience in fighting telecommunication and Internet fraud crime, investigators in Taiwan have launched a financial management, telecommunications supervision, and crime investigation prevention plan as a preventative measure; however, to date the prevention plan has had little effect. Fraud syndicates continue to carry out cross-border remote swindles, leading fraud away from a single district crime area and toward regional or global areas of crime.

At present, the joint fraud-crime combat between Taiwan and the police of mainland China has been expanded to a third cross-border cooperation. Successful cross-Taiwan Strait (hereinafter cross-Strait) cooperation with Southeast Asian countries, such as in the following operations: 0310, 0928, 1129, 0823, 1206, have proved that there is no geographical restriction regarding the combating of crime.<sup>1</sup> In the 21st century's new era of global governance, investigators in Taiwan hope to combat cross-border crime together with global police forces to establish a new paradigm to combat crime and ensure the safety of people's property.

## Background

While entering the 21st century, phenomena such as the rapid development of digital technology and global warming broke the existing national and regional natural limitations, thereby affecting political, economic, social, and cultural patterns. The various problems that have formed cannot be solved by a single region or country alone, but must go beyond the limits of country and regional borders. The problems can be faced and solved with cooperation among the forces of a number of regions and organizations.

Fraud has been emerging in Taiwan since 2000. Fraud syndicates operate via Internet e-mail, cellphone text messages, and the latest developments in technology combined with current technologies such as telecommunications, Internet, telephone, financial accounts, Internet telephony, and shopping sites and also by changing incoming call numbers from abroad, for example, changing the calling number into the number of an official authority or well-known online shopping auction by VOIP (voice over Internet protocol) Gateway as a transit route to forward incoming calls from other countries to Taiwan. Lifting ATM installments, auctions, prosecutor and police pretenders, hybrid combinations of counter withdrawals, and game point frauds on MSN are the five new emerging areas of mainstream fraud.

From 2010 to date, Internet hackers have been able to invade and steal private personal information using those methods, making cases more complicated and difficult to trace. Since communication systems forward to the Internet and other communication systems, not only are the perpetrator's account number and identity concealed, but the IP address is also concealed by such technology and thus hidden abroad.

## Fraud Syndicates

The syndicates use a system of performance management that includes bonuses and the crime task division is organized systematically and with a company prototype. The operations are low-risk, low-investment, and low criminal liability but offer high rewards.

A well-organized management structure adopts level management and a thorough division of labor; human resources from each

labor division do not know each other. The group is divided into the core area, management headquarters, financial groups, telecommunications group, and Internet group. New members are recruited to be trained in different divisions of the syndicates and be stationed everywhere for fraud operations in the field. Senior members of the fraud syndicate may pass on the fraud experience for the replication of fraudulent practices and establish to another fraud syndicate in order to commit the same type of crime. New members are also easily sourced when downstream members are seized by the police.

The cross-border crimes can be set up remotely by erecting an illegal telecommunications room, Internet telephony, second-class telecommunications, and a variety of information and communication technologies for directing the withdrawer to take the money out in Taiwan. Such innovative methods master the mental weaknesses of human nature, such as greed, nervousness, fear, the feeling of being lost, as well as insufficient analytical thinking. This creates a situation in which a carefully designed plot lures victims into a trap from which they subsequently cannot extricate themselves.

### Fighting Fraud

Since 2004, the Taiwanese government has integrated various resources and established interagency platform meetings with the cooperation of the competent authorities of policing, legal, telecommunications, financial services, the Internet, and the industry itself. This was carried out in order to strengthen various countermeasures regarding the following six directions, which champions the approach of "solving the problem from both the cause and the result with both of the pertinent methods."<sup>2</sup>

Management is strengthened through cross-ministerial integration meetings and regulation revisions to construct a joint security defense mechanism.

Detection focuses on strengthening the techniques and methods of fraud investigation to integrate all information and cooperation to expand the investigation.

Telecommunications is built around eliminating telecommunication fraud tools, blocking call traffic sources, and building a safe telecommunications environment.

Constructing an Internet network security management mechanism is a priority to promote short-, medium- and long-term programs of cybercrime prevention.

Financially, the implementation of account alert mechanisms is an important aspect of strengthening the awareness of bank counters who can attempt to hinder fraud.

Prevention is key, and setting up 165 anti-fraud hotlines with the successful implementation of anti-fraud e-networks pushes

the effectiveness of cross-authority defense and strengthens overall anti-fraud immunity with a diverse policy advocacy.

### Cross-Strait Operations

Since the fraud surge emerged in Taiwan in 2000, the reported case numbers from 2004 to 2008 have been more than 40,000 per year. Since the second half of 2009, mainland China has cooperated with Taiwan in order to combat fraud, leading to the number of reported cases dropping to 38,802. The number of fraud cases in Taiwan decreased by 45 percent after Operation 1011 and by 52 percent after Operation 0810, showing that each action had effectively deterred fraud syndicates from engaging in cross-Strait fraud.

In 2010, Operation 1011 and Operation 0810 cross-border fraud syndicate cases were solved with cooperation between the police forces of China and Taiwan, leaving the number of reported cases at 28,494. This successfully removed the fraud syndicates' traffic, engine rooms, and telecommunications platforms out from the Strait and forced them to flee elsewhere. The number dropped again in 2011 to 23,855, which means that we have successfully returned the number of fraud cases in Taiwan to what it was before the surge.

In Taiwan, the annual average fiscal loss due to fraud amounts was more than NT\$10 billion from 2005 to 2009. However, that amount has been reduced to NT\$6.12 billion—the first time that it has been fewer than NT\$10 billion since 2005. In 2011, the fraud fiscal loss amount dropped to NT\$4.98 billion.<sup>3</sup>

After the Cross-Strait Joint Crime Combat and Mutual Legal Assistance Agreement (hereinafter referred to as the Agreement) was signed and came into effect during the third cross-Strait Jiang-Chen meeting in 2009, both the Taiwanese and Chinese police forces implemented the Agreement and have established cooperation mechanisms. In September 2009, the Operation 0908 case and the first instance of cooperation in combating crime were implemented in Taiwan and mainland China simultaneously. Forty-three suspects were apprehended in Taiwan; in addition, eight Taiwan organized crime heads and a few Chinese accomplices were arrested in mainland China. Further cooperation followed in 2010 in the large-scale operations 0519, 1011, and 0810—during which several thousand cross-Strait police officers were appointed to perform the seizure. They found hundreds of telecommunications platforms (engine rooms); money-laundering pipelines; and strongholds across the Strait and successfully arrested nearly 800 fraud-related criminals.

Chief suspects and accomplices of telecom Internet fraud syndicates in Taiwan first moved their bases to China and set up a three-line traffic platform to continue fraud

and evade the Taiwan Police. However, the cross-Strait cooperative projects forced them to move once again, this time to Southeast Asian countries. Thus, the cross-Strait police pondered cooperation on combating the crime with police from a third country.

The Ministry of Public Security in China invited the chief of Taiwan's Criminal Investigation Bureau, Te-Hua Lin, to go to China with relevant personnel for five consultation meetings to ensure that the cross-Strait police were able to solve the fraud cases occurring in the cross-Strait area and in a third country, to coordinate and jointly investigate, and to reach a consensus as a legal set code. This became known as Operation 0310.

**Operation 0310** In April 2011, the Criminal Investigation Bureau in Taiwan invited the Deputy Secretary from the Ministry of Public Security, Liao Jin-Rong of the Criminal Investigation Bureau, and project group personnel to Taiwan to discuss labor division.

In April and May 2011, the first cooperation between the Taiwanese and Vietnamese police was launched; it was three times that of the fraud syndicate investigation and resulted in the arrest of a total of 94 suspects associated with Operation 0310. It also laid a good foundation for the follow-up synchronized raids between cross-Strait police and those of six other countries.<sup>4</sup>

On June 9, 2011, the police of Taiwan and China cooperated with six Southeast Asian countries on the biggest-ever crackdown with comprehensive synchronized raids of 161 illegal telecommunication lines, fraud traffic platforms, money laundering centers, call centers, and other bases in Taiwan, China, Indonesia, Cambodia, Malaysia, and Thailand. A total of 598 fraud-crime syndicate members were seized, the most suspects ever seized in a cross-border cooperative operation in the fight against crime. It was a real slap in the face for fraud-related crimes.

Thanks to the criminal intelligence exchange between cross-Strait police, investigation cooperation, and co-tracing the crime source and cause of cross-Strait fraud syndicates, Operation 0310 successfully established a new type of police cooperation model, setting a new paradigm for cooperative combat against cross-border crime. After Operation 0310 raids, the number of frauds occurring in Taiwan dropped by 26 percent. Cross-border fraud syndicates were collapsing under the cooperative efforts of the cross-Strait police and law enforcement in six Southeast Asian countries.

In this crackdown, hundreds of Taiwanese suspects were repatriated in a chartered flight thanks to the cooperation of cross-Strait police and the forces of Cambodia and Indonesia. Under the hotline broadcast by the Taiwanese media, an enthusiastic response came from places all over Taiwan, including leading Taiwanese media outlets and the government.





Department in Taiwan launched an internal integration of fraud-combating operations in August 2009.

### Criminal Police Department Integration

The department has the office business support field investigation, research and development, and information departments and provides the technology needed to combat crime with a strong investigative team integrated from a total of 10 investigative core teams. The investigative energy of all police departments in every city and county in Taiwan was integrated at the end of 2009, and a substantial adjustment was made to the investigative tactics of the various police agencies, which involved changing solo investigations into teamwork.

Through the central government and the various integrated police agencies, the Criminal Investigation Bureau will be able to lead all police agencies to integrate intelligence, technical support, and cooperation and to expand the investigation team to work together, without distinction and with a common goal, laying down the foundations for future cross-border police cooperation.

The cooperation of cross-border police in combating crime started with the concept of police to police. Police from two regions show goodwill and sincerity toward one another, foster professional accomplishment and a high level of intelligence, reveal an enthusiasm for working together and in an environment of mutual respect, receive mutual benefits, and show the reciprocity needed to accelerate the efficiency of cases by working to exchange intelligence, to cooperate in joint investigations, and to develop a synergistic effect.

If the case occurs in another country, police shall appoint project stem members to investigate with the local law enforcement agencies and implement large-scale raids. While completing the investigation, the two parties shall repatriate suspects for investigation after taking into account the local laws and norms.

Cross-Strait police signed the Agreement in 2009, and operations 0908, 0519, 1011, and 0810 were implemented under joint effort. Hundreds of illegal telecommunication platforms, money-laundering pipelines, and strongholds in China and Taiwan were subjected to comprehensive, synchronized raids with thousands of chief suspects and members of the fraud syndicates successfully arrested and nearly 100 million criminal incomes found. The cases established good working practice for cross-border police cooperation. The experience in combating crime with Southeast Asian countries, indicates police cooperation on combating crime may be extended from one place to another.

Taiwan's cross-border telecommunication and Internet fraud has spread to China and other countries in East and South Asia. The problem may also spread to other countries in Europe and the Americas in the future and consequently affect people everywhere. Thus, the efforts and cooperation from all countries are urgently needed to allow the European Union and Interpol to prevent cross-border fraud.

Joint crime-fighting can be successfully achieved through a concept of global governance, which is multiplatform and contains four methods. The core concept of police cooperation and global thinking, but local implementation is key.

### Cooperation Is Key

The trend of cross-border Internet crime has become a worldwide problem. It cannot be solved by a single country alone. In facing this new generation of crime, differences must be put aside, hard facts recognized, and sovereign barriers avoided to create a win-win situation under the concept of combating crime without territorial or political restrictions, one which is based upon the idea of not affecting the rights, ruling, or organizational structure of a country. This ideal can be achieved with the principles of mutual respect and reciprocity that maximizes the mutual aid among different police organizations, launches active cooperative investiga-

People felt a strong sense of achievement regarding the outcome of Operation 0310 by cross-Strait police and third countries.

**Operation 0928** Following the ideals of Operation 0310, cross-Strait police on September 28, 2011, with the police forces of seven countries: Indonesia, Cambodia, Malaysia, Thailand, Vietnam, Laos, and the Philippines, worked to combat fraud syndicates through Operation 0928 to comprehensively crack down on fraud syndicates in 166 locations in Taiwan, China, and nine other countries with a total of 827 suspects arrested.<sup>5</sup>

**Operation 1129** On May 23 and 24, 2012, Taiwanese police and police from Cambodia, Malaysia, Indonesia, Sri Lanka, and Fiji implemented Operation 1129 to combat fraud syndicates in Taiwan, China, and eight other countries with a total of 484 suspects from fraud syndicates arrested.<sup>6</sup> On August 23, Taiwanese and Philippine police seized 385 fraud suspects, of which 279 Taiwanese suspects were repatriated on two chartered flights, a record for the highest number of repatriated suspects in a single case to date.

**Operation 1206.** Taiwanese and Chinese police began synchronized implementation of Operation 1206 with the Indonesian and Vietnamese police on December 6, 2012, to combat fraud. A total of 159 suspects were arrested.

### International Cooperation

The harm that crime causes to social order is a common global problem. The International Criminal Police Organization (Interpol) clearly expressed the concept that, in accordance with the spirit of the *Universal Declaration of Human Rights*, the possible mutual aid between criminal police marshals should be ensured and promoted in order to effectively prevent and deter criminal activity, as well as to establish and develop the purpose of the International Criminal Police Organization within the law in different countries and never engage in any political, military, religious, or racial intervention or activities.<sup>7</sup>

Minister Meng of China also underlined the concept that "cross-Strait joint crime combating should not involve political factors or territorial restrictions," revealing that crime combating is not restricted to region, sovereignty, and political values and concepts. However, due to professional cross-domain estrangements and legal differences among countries, international crime-fighting cooperation is not yet settled, allowing the guilty to flee across borders and global crime to rampage.

Because differences exist among various government organizations, joint work between two governments (or two different branches within one government) often encounters the following major obstacles: contact, communication, coordination, and cooperation. To avoid such a situation from occurring, the Criminal Police



tions, fosters professionalism, demonstrates work ethics, exercises wisdom, and upholds justice in effectively preventing crime; thus, establishing a new paradigm of international police cooperation in combating crime.

**Multiplatform** Although Interpol continues operations, mutual legal assistance procedures can cause delay because of the mutual legal assistance agreements in criminal matters previously signed between countries, which delays the transmission of intelligence and squanders investigative opportunities. Thus, it is appropriate to separate mutual legal assistance and crime-combating issues with the "Joint Crime Combating of Police Cooperation Agreement" signed in order to build an integrated platform for cross-domain cooperation by police cooperation modes and establish formal links for both sides to use as a fast and convenient channel for criminal status communications, assistance in investigations, and joint investigations. Substantial benefits from the cooperation process can be obtained by the participating members, which would increase their incentive and strengthen mutual trust and cooperation during joint operations.

**Four methods** The first method is the establishment of intelligence exchange. Intelligence is the beginning of every investigation, and intelligence exchanges must be rapid if a timely response, prevention, or search is to be gained. Currently, there is also a cooperation mode by police from two or more countries in addition to using the existing channels of the Interpol for intelligence exchange. This cooperation resolves the intelligence needs of cross-border crime combating with the most rapid intelligence exchange pipelines and the formation of a tight-knit intelligence network for law and order protection.

The second method is cooperative investigation and synchronized action. Investigation of cross-border crime often involves the restriction that the national governance rights and jurisdiction cannot be extended to a third country; therefore, project personnel from both countries and the local police should form a joint-project team when investigating cross-border crime involving multiple countries for synchronous investigation of members of fraud syndicates, searching relevant crime strongholds, achieving spoils exhibits, and thoroughly disrupting the criminal organization structure—highlighting the importance and value of a global governance police cooperation.

The third method is assistance in the investigation of criminal facts. The implementation of justice shall be based on the complete collection of criminal evidence. The common goal of combating crime requires the investigation of criminal facts and strong evidence. Therefore, cooperating countries must agree to assist in both the investigation and the collection of evidence, as well as observing the laws and regulations of each country or territory, based on the specific intelligence that has been provided.

Finally, the fourth method is the increased exchanges between police and academics. Police cooperation under global governance should have both quality and quantity and strengthen police and academic exchange visits in order to gain knowledge of legal systems, exchange information, organize relevant meetings or transactional talks, reach a consensus on cooperation, and build a strong, joint crime combating network.

## Conclusion

Telecommunication and Internet fraud in the 21st century cannot be solved by one region alone. Facing the issues of globalization, police forces around the world should search for a way in which to completely solve the problem of integrating each others' resources in order to combat cross-border fraud together. The author of this article hopes to incite a "butterfly effect" by reporting the successful experience of cross-strait and cross-border cooperation in East and South Asia. With globalization in mind, it is hoped that a whirlwind of cross-border global police cooperation will be put into practice in the not too distant future. ♦

## Notes:

<sup>1</sup>*Opening Up and Guarding the Country: Benefits of the 16 Cross-Strait Agreements* (Mainland Affairs Council, June 2012), <http://www.mac.gov.tw/public/Data/2101911582271.pdf>; and Office of Information Services, Executive Yuan, "Premier Praises Fraud Investigators, Urges Vigilance against Drunk Driving and Student Drug Abuse," press release, June 26, 2012, [http://www.ey.gov.tw/pda\\_en/News\\_Content.aspx?n=IC6028CA080A27B3&sms=E0588283EFAA02AD&s=B434B85F768501AC](http://www.ey.gov.tw/pda_en/News_Content.aspx?n=IC6028CA080A27B3&sms=E0588283EFAA02AD&s=B434B85F768501AC) (both accessed June 25, 2013).

<sup>2</sup>"Solving the problem from both the cause and the result with both of the pertinent methods," is a translation of a Chinese proverb.

<sup>3</sup>*Opening Up and Guarding the Country*, 16–17.

<sup>4</sup>*Ibid.*

<sup>5</sup>*Ibid.*, 16.

<sup>6</sup>Mainland Affairs Council, "Benefits of the 18 Cross-Straits Agreement," press release, December 19, 2012.

<sup>7</sup>See Articles I and II of the ICPO-Interpol Constitution, which can be accessed through this webpage <http://www.interpol.int/About-INTERPOL/Legal-materials/Human-rights> (accessed June 27, 2013).

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# IACP Donation Helps Educate Children of Fallen Officers in Haiti



**By Martine Courage,  
Public Information  
Officer, Royal Canadian  
Mounted Police**

*Images courtesy of Staff Sergeant Éric Legault, Montreal Police*

**O**n January 12, 2010, at 4:50 p.m., a massive earthquake struck the tiny Caribbean nation of Haiti, killing hundreds of thousands of people. Among the dead were members of the Haitian National Police (HNP).

Shortly after the tragic disaster, the International Association of Chiefs of Police (IACP) wanted to donate funds, which it had collected, to help support the families of the fallen HNP officers, just as it does in North America.

Because of the Canadian police's strong presence and excellent reputation in Haiti, the IACP reached out to Chief Superintendent Barbara Fleury, a Canadian police colleague and vice-chair of the IACP's International Policing Division, to help with the task.

Thus began the IACP's journey to reach the goal of donating \$10,000 to support the families of these fallen police officers.

"The first hurdle was to define how to donate the funds—logistically, what the money would be used for and how to get it to the individual families," explained Chief Superintendent Fleury, who is a member of the Royal Canadian Mounted Police (RCMP). "Our police in Haiti decided the best approach was to pay the school directly for the children's tuition fees."

In the spring of 2012, members of the Canadian police contingent in Haiti, including then-Contingent Commander Superintendent Norm Gaumont and Montreal Police Staff Sergeant Éric Legault, got involved in

## About Canadian Police in Haiti

Canadian civilian police in Haiti act as advisors to the Haitian National Police (HNP) in the areas of management, professional standards, training, and mentoring.

Since 1993, approximately 1,700 Canadian police have served on various United Nations (UN) missions and bilateral projects in Haiti. It is the largest and longest-standing mission of the RCMP's International Police Peace Operations Program.

Canadian police have participated in the current UN Stabilization Mission in Haiti (MINUSTAH), since its inception in July 2004. Approximately 90 police officers from various police services across Canada are serving at MINUSTAH.

With 19 years of experience in Haiti, they are involved in training, mentoring, and advising the HNP at all levels, from teaching cadets and imparting community policing techniques during joint patrols to mentoring their counterparts on conducting drug seizures and managing policing stations. Their ability to communicate in French and English (and sometimes Creole) makes them a valuable asset to the mission and greatly assists them in mentoring the HNP.

Canadian police have established a reputation for leadership and professionalism on international missions. In recognition of that reputation, Canadian police serving in Haiti routinely hold key positions in the mission, such as police commissioner and deputy commissioner and regional commanders.

From a humanitarian viewpoint, Canadian police in Haiti often take on individual charitable causes, providing food, clothing, school supplies, toys, and much more to Haitians they meet in the course of their deployments.

The January 12, 2010, earthquake in Haiti claimed the lives of two Canadian police officers: Chief Superintendent Douglas Coates and Sergeant Mark Gallagher. They are the first serving Canadian police officers in the 21-year history of the program to be killed while on mission.

Canadian police also serve in other missions around the world, including in Afghanistan, the Democratic Republic of the Congo, the Ivory Coast, South Sudan, and the West Bank. A senior police advisor is also posted to Canada's Permanent Mission to the UN in New York.





the project. The RCMP's liaison officer in the Dominican Republic also provided support.

With his strong investigational skills, Staff Sergeant Legault, who was also head of the United Nation's Investigations Unit in Port-au-Prince, was the right person to do the job.

"My goal was to make sure that the donation helped as many children as possible," emphasized Staff Sergeant Legault. "I had to be judicious about how to partition the money among the various families, some of whom had more children than others."

He began by tracking down the families of fallen HNP officers. Over a period of several months, he met with each family at home, visited the schools the children attended, and arranged to pay for the tuition fees. Each family needed to provide a birth certificate for the school-aged children as well as a death certificate for the deceased spouse—not an easy task due to the chaos that Haiti was plunged into after the earthquake.

Each time he visited a family, Staff Sergeant Legault would bring colleagues from Canada and other countries with him, which gave them a chance to see more of the country and experience the diversity of culture and life of the Haitian people.

On one trip Staff Sergeant Legault and his Montreal Police colleague, Constable Marie-Claude Larocque, went to the town of Vaudreuil in Cap Haitien to meet 8-year-old Ralph Lorry Dorcin and his mother. Eric and Marie-Claude were able to see their living environment first hand, which clearly highlighted the need for financial support. At the same time, they met school leaders in the neighborhood who also appreciated that the IACP was able to help fund the education of children in their community.

For another family, the donation arrived just in time because they could no longer afford the school fees and the mother had just received notice that her two children could no longer attend school.

"For some people, \$10,000 may not seem like a lot, but we were able to send 27 children from 20 families to school for a year," he added. "I want the IACP to know how thankful and happy the families of the fallen officers were for the generous donation."

Staff Sergeant Legault also took the opportunity to make his own contributions to the families of the fallen officers: after telling his 11-year-old daughter about the project, he encouraged her to tell her schoolmates about the project and gather toys and clothing from them to give to Haitian children. On one trip home, he received three large bags of donations, which he would give to the children of the fallen officers in Haiti when he visited the families.

"I am grateful to the IACP for the opportunity to take on this project," he said. "It was one of the most rewarding experiences of my mission, because of the satisfaction I got from doing some good for others."

Staff Sergeant Legault also brought a high level of rigor to the process—documenting the living conditions of each family and the school facilities available to them and keeping careful records of the tuition fee payments. He was able to complete the project by the end of his mission in January 2013.

"We were very grateful to the Canadian police who took on this project," says Mr. Santiago. "We knew the funds would go directly to help pay for the children of fallen officers' schooling. Some of them would not have had the opportunity to get the education they need to make a better life in Haiti." ♦

## Links

- RCMP International Peace Operations website, <http://www.rcmp-grc.gc.ca/po-mp/index-eng.htm> (accessed July 1, 2013).
- Feature article on the IACP fallen officers donation (with video clip – in French only) Valérie Gonthier, "Un Baume pour les Familles Endeuilées," *Le Journal de Montréal*, December 2, 2012, <http://www.journaldemontreal.com/2012/12/02/un-baume-pour-les-familles-endeuilées> (accessed July 1, 2013).



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Send mail to my ☐ Business ☐ Residence Address | I am a sworn officer. ☐ Yes ☐ No

Number of sworn officers in your agency (if applicable) ☐ a. 1 - 5 ☐ b. 6 - 15 ☐ c. 16 - 25

☐ d. 26 - 49 ☐ e. 50 - 99 ☐ f. 100 - 249 ☐ g. 250 - 499 ☐ h. 500 - 999 ☐ i. 1000+

Approximate pop. served (if applicable) ☐ a. under 2,500 ☐ b. 2,500 - 9,999 ☐ c. 10,000 - 49,999

☐ d. 50,000 - 99,999 ☐ e. 100,000 - 249,999 ☐ f. 250,000 - 499,999 ☐ g. 500,000 +

Education (Highest Degree): \_\_\_\_\_

Date elected or appointed to present position: \_\_\_\_\_

Law enforcement experience (with approx. dates): \_\_\_\_\_

Have you previously been a member of IACP? ☐ Yes ☐ No

EACH APPLICANT MUST BE SPONSORED BY AN ACTIVE MEMBER OF IACP IN HIS/HER RESPECTIVE STATE/PROVINCE/COUNTRY.

Sponsor Name: \_\_\_\_\_ Membership number: \_\_\_\_\_

**Membership Dues – \$120** (U.S. dollars only – includes subscription to *Police Chief* magazine valued at \$25.)

I have enclosed: ☐ Purchase order ☐ Personal check/money order ☐ Agency check

Charge to: ☐ MasterCard ☐ VISA ☐ American Express ☐ Discover

Cardholder's Name: \_\_\_\_\_

Card #: \_\_\_\_\_ Exp. Date: \_\_\_\_/\_\_\_\_

Cardholder's Billing Address: \_\_\_\_\_

Signature: \_\_\_\_\_

All memberships expire December 31 of each calendar year.  
Applications received after October 1 will be credited to the following year.

**For further information on membership benefits and eligibility,  
visit the IACP website [www.theiacp.org](http://www.theiacp.org).**

## Membership Requirements

### Active Membership

Commissioners, superintendents, sheriffs, chiefs, and directors of national, state, provincial, county, and municipal police departments.

Assistant chiefs of police; deputy chiefs of police; executive heads, and division; district or bureau commanding officers. Generally the rank of lieutenant and above is classed as active membership.

Police chiefs of private colleges and universities who are qualified as law enforcement officers within their respective states/provinces.

Officers who command a division, district, or bureau within the department. Command must be specified on the application.

Chief executive officers of railroad police systems and railway express company police systems.

### Associate Membership

Police officers employed by police agencies below the rank of lieutenant.

Superintendents and other executive officers of prisons.

Chief executives, departmental officers, and technical assistants of city, county, state, provincial, and national agencies with administrative or technical responsibility for police-related activities.

Prosecuting attorneys, their deputies, and deputy sheriffs.

Professors and technical staffs of colleges and universities engaged in teaching or research in criminal law, police administration, and other phases of criminal justice.

Staffs of crime institutes, research bureaus, coordinating councils, and law enforcement associations.

Chief executive officers of industrial or commercial security police agencies and private police or detective agencies.

Employees of companies providing services to law enforcement agencies.

*Associate members enjoy the same privileges as active members except those of holding office and voting.*



# IACP Section Membership Application

*IACP Membership is a prerequisite for Section Membership.*

Name: \_\_\_\_\_ (Please Print)

Title/Rank: \_\_\_\_\_

Agency: \_\_\_\_\_

Business Address: \_\_\_\_\_

City, State, Zip, Country: \_\_\_\_\_

Business Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

E-mail: \_\_\_\_\_

Web Site: \_\_\_\_\_

IACP Membership #: \_\_\_\_\_

Signature: \_\_\_\_\_

- |  |                               |
|--|-------------------------------|
| <input type="checkbox"/> Capitol Police Section .....  | \$30                          |
| <input type="checkbox"/> Defense Chiefs of Police Section .....  | \$15                          |
| <input type="checkbox"/> Drug Recognition Expert Section .....   | \$25                          |
| <input type="checkbox"/> Indian Country Law Enforcement Section.....   | No charge                     |
| <input type="checkbox"/> International Managers of Police Academy and College Training Section .....           | \$25                          |
| <input type="checkbox"/> Law Enforcement Information Management Section.....                                   | \$25                          |
| <input type="checkbox"/> Legal Officers Section .....  | \$35                          |
| <input type="checkbox"/> Mid-Size Agencies Section.....  | \$50                          |
| <input type="checkbox"/> Police Foundations Section.....   | \$20                          |
| <input type="checkbox"/> Police Physicians Section .....   | \$35                          |
| <input type="checkbox"/> Police Psychological Services Section .....   | (initial processing fee) \$50 |
| (Must be a psychologist. Upon admission to the section, \$50 processing fee applies to annual dues)            |                               |
| <input type="checkbox"/> Public Information Officers Section .....   | \$15                          |
| <input type="checkbox"/> Public Transit Police Section.....  | No charge                     |
| <input type="checkbox"/> Railroad Police Section.....  | No charge                     |
| <input type="checkbox"/> Retired Chiefs of Police Section .....  | No charge                     |
| <input type="checkbox"/> Smaller Department Section.....   | \$20                          |
| <input type="checkbox"/> State and Provincial Police Alumni Section .....                                      | No charge                     |
| <input type="checkbox"/> State and Provincial Police Academy Directors Section.....                            | No charge                     |
| <input type="checkbox"/> State and Provincial Police Planning Officers Section.....                            | No charge                     |
| <input type="checkbox"/> University/College Police Section – Initial Member .....                              | \$50                          |
| <input type="checkbox"/> University/College Police Section – Each additional member from same institution..... | \$15                          |

**Payment** (Choose only one of the following methods of payment.) Amount to be charged \_\_\_\_\_

1. Pay by Credit Card: ☐ Visa ☐ MasterCard ☐ American Express ☐ Discover

Card #: \_\_\_\_\_ Exp. Date: \_\_\_\_/\_\_\_\_

Cardholder's Name: \_\_\_\_\_

Cardholder's Billing Address: \_\_\_\_\_

Signature: \_\_\_\_\_

Fax completed form with credit card authorization to 703/836-4543. Do not mail and fax form as charges will be duplicated.

2. Pay by Check: Make checks payable to IACP (U.S. dollars only) and mail full payment (no cash) with completed form to: IACP: Membership, P.O. Box 62564, Baltimore, MD 21264-2564

3. Pay by Purchase Order: Mail purchase order along with form to: IACP: Membership, 515 N. Washington St., Alexandria, VA 22314-2357

## Capitol Police Section

Promotes exchange of information and develops standards for increasing the efficiency and capabilities of each law enforcement agency that provides service to our critical assets. Open to individuals who are now, or have been, engaged in or responsible for providing police services at a national or state/providence State House.

## Defense Chiefs of Police Section

Promotes exchange of ideas and specific information and procedures for law enforcement organizations providing police and security services within military services and defense agencies. Open to individuals who are now or have been engaged in or responsible for providing law enforcement services within an IACP member nation's military services or defense establishment.

## Drug Recognition Expert Section

Provides a unique opportunity for those professionals already associated with drug recognition to share common management, training, administrative and practicing concerns.

## Indian Country Law Enforcement Section

Promotes the professional status of those engaged in providing police services to Indian Country.

## International Managers of Police Academy

## and College Training Section

Facilitates the exchange of ideas, procedures, and specific information for the professional leadership and management of education and training within police agencies, as well as enhancing the quality of law enforcement and policing at the international level through education and training.

## Law Enforcement Information Management Section

Facilitates the exchange of information among those individuals responsible for computers, records, communications or other support-service-related functions.

## Legal Officers Section

Assists in the establishment of professional standards, assistance and cooperation among attorneys who provide legal advice or representation to law enforcement administrators.

## Mid-Size Agencies Section

Dedicated to providing a voice within the IACP for chiefs of jurisdictions with a population between 50,000 and 500,000, as well as a forum for these leaders to share the unique challenges and opportunities in policing that emerge from departments of this size. The section is further committed to embracing and leveraging the special capacity and flexibility of these agencies to innovate and drive progressive change within our profession with the goal of better policing our communities.

## Police Foundations Section

Promotes networking and the exchange of ideas and best practices among police executives and police foundation professionals.

## Police Physicians Section

Facilitates the exchange of information among police medical practitioners, promotes effective police medical practices, and acts as a resource of professional expertise to the association.

## Police Psychological Services Section

Develops professional standards, facilitates the exchange of information among police psychological service providers, and acts as a resource of professional expertise to the association.

## Public Information Officers Section

Promotes the exchange of information and training among officers who are responsible for planning and implementing effective public information programs.

## Public Transit Police Section

Promotes meaningful relationships between police executives and cooperative efforts in the implementation of effective police matters and the achievement of an accepted professional status of the police service. Included in this section are gaming enforcement, public transportation, housing authority, airport police, seaport police and natural resources.

## Railroad Police Section

Explores ways to improve the services of those responsible for ensuring the safety and security of people and goods traveling by rail.

## Retired Chiefs of Police Section

Open to IACP members who at the time of their retirement were active members as prescribed in Article II, Section 2 of the IACP Constitution. For the purpose of this section, retirement shall be defined as the voluntary and honorable separation from a position in active and regular police duties because of age, physical disability, or retirement on pension from the agency of employment.

## Smaller Department Section

Serves as the collective voice of law enforcement agencies with fewer than 50 officers or serves populations under 50,000. The Section addresses the unique needs of these agencies, provides a forum for the exchange of information, and advocates on behalf of these agencies with policy makers. Section Members are also granted affiliate membership in the IACP's Division of State Associations of Chiefs of Police.

## State and Provincial Police Academy

## Directors Section

Membership is open to individuals currently serving as directors of state and provincial law enforcement training facilities. The section meets annually to exchange information and disseminate proven ideas, plans, and methodologies among members and other organizations interested in enhancing law enforcement training.

## State and Provincial Police Planning

## Officers Section

Open to sworn and civilian members of planning and research units of state and provincial law enforcement agencies, this section meets in the summer of each year to share information concerning trends and practices in law enforcement. The section maintains a database of current projects in progress, as well as a compendium of information on the status of state and provincial law enforcement agencies.

## State and Provincial Police Alumni Section

Open to any member or previous member of the IACP who is, or was, affiliated with an agency belonging to the State and Provincial Police Division and who was of command (lieutenant or above) rank at the time of retirement.

## University/College Police Section

Provides coordinated assistance in implementing effective university policing practices and achieving an accepted professional status.



Golden—Mark, Laura J, Special Agent in Charge, US Forest Service, 740 Simms, 80401, (303) 275-5253, Fax: (303) 275-5142, Email: lmark@fs.fed.us

Littleton—Stephens, Douglas, Chief of Police, Littleton Police Dept, 2255 W Berry Ave, 80120, (303) 795-3875, Email: dougstephens@littletongov.org, Web: www.littletongov.org  
Montrose—Chinn, Thomas, Chief of Police, Montrose Police Dept, 434 S First St, 81401, (970) 252-5200, Fax: (970) 252-5216, Email: tchinn@ci.montrose.co.us

Pueblo—Bennett, Michael L, Deputy Chief of Police, Pueblo Police Dept, 200 S Main St, 81003, (719) 553-2464, Fax: (719) 553-2479, Email: mbennett@pueblo.us, Web: www.pueblo.us/police  
—Davenport, Troy D, Deputy Chief of Police, Pueblo Police Dept, 200 S Main St, 81003, (719) 553-2532, Email: tdavenport@pueblo.us, Web: www.pueblo.us/police

## Connecticut

Avon—Walsh, Kelly, Lieutenant, Avon Police Dept, 60 W Main St, 06001, (860) 409-4200, Fax: (860) 409-4215, Email: kaw0236@town.avon.ct.us

Cromwell—Lamontagne, Denise, Captain, Cromwell Police Dept, 5 West St, 06416, (860) 635-2256, Fax: (860) 613-2934, E-mail: capt.lamontagne@cromwellpd.com, Web: www.cromwellpd.com

East Haven—Lennon, Edward, Lieutenant, East Haven Police Dept, 471 N High St, 06512, (203) 468-2161, Email: elennon@easthavenpolice.com

East Windsor—Poliquin, Michael, Lieutenant, East Windsor Police Dept, 25 School St PO Box 477, 06088, (860) 292-8240, Fax: (860) 623-6200, Email: poliquinm@eastwindsorpd.com

Hartford—Rovella, James C, Chief of Police, Hartford Police Dept, 50 Jennings Rd, 06120, (860) 757-4010, Email: policechief@hartford.gov

New Canaan—Krolkowski, Leon, Interim Chief of Police, New Canaan Police Dept, 174 South Ave, 06840, (203) 594-3513, Fax: (203) 594-3553, Email: leon.krolkowski@newcanaanct.gov

Southington—Zendzian, Craig A, President, Resource Management Associates LLC, PO Box 432, 06489, (860) 919-5768, Email: drzend@aol.com

Stamford—Shaw, Timothy, Assistant Chief of Police, Stamford Police Dept, 805 Bedford St, 06902, (203) 977-5337, Email: tshaw@ci.stamford.ct.us

## Delaware

Milford—Young, Robert S, Sergeant, Milford Police Dept, 400 NE Front St, 19963, (302) 422-8081, Fax: (302) 424-2330, Email: robert.young@ci.state.de.us

—Young, Dwight L, Corporal, Milford Police Dept, 400 NE Front St, 19963, (302) 422-8081, Fax: (302) 424-2330, Email: dwight.young@ci.state.de.us

Millsboro—Morgan, Rodney, Unit Chief Ret, FBI, 305 Pond Rd, 19966, (302) 947-9379, Email: rodney.morgan@hp.com

New Castle—Arroyo, Richard H, Colonel, DE River & Bay Authority Police Dept, PO Box 71, 19720, (302) 571-6346, Fax: (302) 571-6347, Email: richard.arroyo@drba.net, Web: www.drba.net

—Davies, Patricia A, Lieutenant, New Castle Co Police Dept, 3601 N DuPont Hwy, 19720, (302) 395-8171, Fax: (302) 395-8039, Email: pdavies@nccde.org, Web: www.nccpd.com

—Martinez, Ruben, Captain, New Castle Co Police Dept, 3601 N DuPont Hwy, 19720, (302) 395-8140, Fax: (302) 395-8039, Email: rmartinez@nccde.org, Web: www.nccpd.com

Newark—Shipman, Vincent, Lieutenant, Univ of DE Dept of Public Safety, 413 Academy St, 19716, (302) 831-4146, Fax: (302) 831-6871, Email: vns@udel.edu

## District of Columbia

Washington—Benedict, Ashan M, Chief, ATF/Justice, 99 New York Ave NE MS 5S-195, 20226, (202) 648-7441, Email: ashan.benedict@atf.gov

—Burns, G K, Associate Director for Intelligence, Office of National Drug Control Policy, 750 17th St NW, 20503, (202) 395-6764, Email: gkburns@hotmail.com

—Hanover, James A, Special Agent, ATF/Justice, 99 New York Ave NE, 20226, (202) 648-7049, Fax: (202) 648-9750, Email: james.hanover@atf.gov

—Lacey, Victor, Director of Investigations, International Justice Mission, PO Box 58147, 20037-8147, (703) 465-5495, Fax: (703) 465-5499, Email: vlacey@ijm.org, Web: www.ijm.org

—Lennon, George D, Deputy Assistant Director, ATF/Justice, 99 New York Ave NE MS 5N-540, 20226, (202) 648-7665, Fax: (202) 648-9762, Email: george.lennon@atf.gov

—Rubin, David S, Senior Vice President, Booz Allen Hamilton, 901 15th St Ste 400, 20005, (703) 902-6842, Fax: (703) 902-7171, Email: rubin\_david@bah.com, Web: www.bah.com

—Titmuss, Margaret E, Regional Head North America & Caribbean, UK Serious Organised Crime Agency, 3100 Massachusetts Ave NW, 20008, (202) 558-6716, Fax: (202) 558-6718, Email: jane.adamek@fco.gov.uk

—Turner, Leeann, Executive Director/Corporate Support Bureau, Washington Metropolitan Police Dept, 300 Indiana Ave NW Ste 5138, 20001, (202) 727-8721, Email: leeann.turner@dc.gov

## Florida

Boynton Beach—Degiulio, Joseph, Lieutenant, Boynton Beach Police Dept, 100 E Boynton Beach Blvd, 33435, (561) 459-6203, Email: degiulio@bbfl.us

—Gitto, Suzanne, Lieutenant, Boynton Beach Police Dept, 100 E Boynton Beach Blvd, 33425, (561) 742-6110, Email: gittos@bbfl.us

Brooksville—Nienhuis, Al, Sheriff, Hernando Co Sheriff's Office, 18900 Cortez Blvd, 34601, (352) 797-3600, Fax: (352) 799-4660, Email: anienhuis@hernandosheriff.org, Web: www.hernandosheriff.org

Coral Springs—Soberon, George, Captain, Coral Springs Police Dept, 2801 Coral Springs Dr, 33065, (954) 346-5347, Fax: (954) 346-1327, Email: gsoberon@coralsprings.org, Web: www.coralsprings.org

Indian River Shores—Jacobs, Mike, Captain, Indian River Shores Dept of Public Safety, 6001 N A1A, 32963, (772) 231-2451, Fax: (772) 231-2444, Email: mjacobs@irspds.org, Web: www.irspds.org

Miami—Bashnan, Wendy A, Special Agent in Charge, US Dept of State/Diplomatic Security Service, 1645 Biscayne Blvd Ste 310, 33132, (305) 810-5850, Email: bashnanwa@state.gov, Web: www.ds.state.gov

—Guerrero, Benjamin, Assistant Chief of Police, FL International Univ Police Dept, PG 5 Market Station, 885 SW 109 Ave, 33199, (305) 348-2443, Fax: (305) 348-1332, Email: beguer@fiu.edu, Web: www.police.fiu.edu

Panama City—Rausa, Kathy, Major, Panama City Police Dept, 1209 E 15th St, 32405, (850) 872-3112, Fax: (850) 872-3198, Email: krausa@pcgov.org

Plant City—Singletary, Steven, Chief of Police, Plant City Police Dept, One Police Pl, PO Box 4709, 33563-0030, (813) 707-2232, Email: ssingletary@plantcitygov.com, Web: www.plantcitygov.com  
West Palm Beach—West, Tameca L, Shift Commander, West Palm Beach Police Dept, PO Box 4082, 33402, (561) 385-6303, Email: uc1304@yahoo.com

Winter Garden—Allen, W Scott, Lieutenant, Winter Garden Police Dept, 251 W Plant St, 34787, (407) 877-4875, Fax: (407) 877-0166, Email: sallan@cwgdnc.com, Web: www.wgpd.com

## Georgia

Atlanta—Powell, Russell D, Deputy Commissioner/Lieutenant Colonel, GA Dept of Public Safety, 959 E Confederate Ave SE, 30316, (404) 624-7344, Fax: (404) 624-7106, Email: rpowell@gsp.net, Web: www.dps.georgia.gov

Blairsville—George, John A, Undersheriff/Chief Deputy, Union Co Sheriff's Office, 378 Beasley St, 30512, (954) 383-6398, Email: johngfla@aol.com

Marietta—Bauer, John, Chief of Police, Southern Polytechnic State Univ, 1100 S Marietta Pkwy, 30060, (678) 915-7334, Fax: (678) 915-4965, Email: jbauer@spsu.edu

## Hawaii

Schofield Barracks—Williams, Antonio L, Deputy Chief of Police, US Army Garrison HI DES, 745 Wright Ave Wheeler Army Airfield, 96857, (808) 630-0950, Email: antonio.williams3@yahoo.com

Wailuku—Matsuura, Danny J, Assistant Chief of Police, Maui Co Police Dept, 55 Mahalani St, 96793, (808) 244-6410, Fax: (808) 244-6308, Email: danny.matsuura@mpd.net

## Idaho

Blackfoot—Asmus, Kurt P, Chief of Police, Blackfoot Police Dept, 501 N Maple Ste 410, 83221, (208) 785-1235, Fax: (208) 782-0411, Email: kasmus@co.bingham.id.us, Web: www.blackfootpolice.org

Buhl—Foster, Eric B, Chief of Police, Buhl Police Dept, 201 Broadway Ave N, 83316, (208) 543-4200, Fax: (208) 543-8831, Email: buhlpd@cableone.net, Web: www.buhlpolice.net

Twin Falls—Hicks, Matthew W, Captain, Twin Falls Police Dept, 356 Third Ave E, 83303, (208) 735-7204, Fax: (208) 733-0876, Email: matthewhicks1223@gmail.com

## Illinois

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—Salazar, Robert M, Sergeant, Algonquin Police Dept, 2200 Harnish Dr, 60102, (847) 658-4531, Fax: (847) 658-9226, Email: rsalazar@algonquin.org

Braidwood—Giro, Richard, Chief of Police, Braidwood Police Dept, 141 W Main St, 60408, (815) 458-2342, Fax: (815) 458-6120, Email: rgiro@braidwood.us, Web: www.braidwood.us

Broadview—Wagner, Kevin, Deputy Chief of Police, Broadview Police Dept, 2350 S 25th Ave, 60155, (708) 345-6550, Fax: (708) 681-0248, Email: kwagner@broadview-il.gov

Champaign—Gallo, Joe, Deputy Chief of Police, Champaign Police Dept, 82 E University Ave, 61820, (217) 403-6926, Fax: (217) 403-6924, Email: gallojf@ci.champaign.il.us, Web: www.champaignpolice.com

Chicago—Colvard, Michael, Associate Professor/Director DEMRT Office, Univ of IL-Chicago, Dept Oral Medicine & Diagnostic Sciences, 801 S Paulina St, Rm 569B MC 838, 60612, Email: colvard@uic.edu

Clinton—Shofner, Jered, Sheriff, Dewitt Co Sheriff's Office, 101 W Washington St, 61727, (217) 935-3196, Fax: (217) 935-3606, Email: jshofner@dewittcountyll.com, Web: www.dewittsheriff.com

Crestwood—Weigand, David T, Chief of Police, Crestwood Police Dept, 13840 S Cicero Ave, 60445, (708) 371-4800, Fax: (708) 371-4085, Email: dweigand@crestwood.illinois.gov

Crystal Lake—Hyrkas, Derek, Deputy Chief of Police, Crystal Lake Police Dept, 100 W Woodstock St, 60014, (815) 356-3767, Fax: (815) 477-4732, Email: dhyrkas@crystallake.org, Web: www.crystallake.org

Galena—Huntington, Lori, Chief of Police, Galena Police Dept, 312 N Main St, 61036, (815) 777-2131, Email: lhuntington@cityofgalena.org

Havana—Noble, Kevin W, Chief of Police, Havana Police Dept, 226 W Market, 62644, (309) 543-3321, Fax: (309) 543-6987, Email: havanapd@grics.net

McCook—Depasquale, Mario, Lieutenant, McCook Police Dept, 5000 S Glencoe Ave, 60525, (708) 447-1234, Fax: (708) 447-1420, Email: depasquale@villageofmccook.org, Web: www.villageofmccook.org

Mundelein—Hansen, Donovan C, Deputy Chief of Police, Mundelein Police Dept, 221 N Lake St, 60060, (847) 968-3779, Fax: (847) 968-3757, Email: dhansen@mundelein.org, Web: www.mundelein.org/police

Nokomis—Ozee, Bradford A, Chief of Police, Nokomis Police Dept, 22 S Cedar St, 62075, (217) 563-2141, Fax: (217) 563-7002, Email: baozee@cityofnokomis.com

Northbrook—Reyes, Joel A, Commander, Northbrook Police Dept, 1401 Landwehr Rd, 60062, (847) 664-4436, Email: joel.reyes@northbrook.il.us

Orland Hills—Scully, Thomas G, Chief of Police, Orland Hills Police Dept, 16039 S 94th Ave, 60487, (708) 349-4434, Fax: (708) 349-8318, Email: chief@orlandhills.org, Web: www.orlandhills.org

Pawnee—Bowsher, Jan, Chief of Police, Pawnee Police Dept, 617 Seventh St, PO Box 560, 62558, (217) 347-5860, Fax: (217) 625-2902, Email: pawneepd@comcast.net, Web: www.pawneel.net

Vandalia—Ray, Jeffery, Chief of Police, Vandalia Police Dept, 219 S Fifth St, 62471, (618) 283-0556, Fax: (618) 283-9281, Email: pdchief@vandaliaillinois.com

Waukegan—Kerkorian, Robert, Chief of Police, Waukegan Police Dept, 420 Robert V Sabonjian Pl, 60085, (847) 599-2601, Fax: (847) 360-9853, Email: robert.kerkorian@waukegan.il.gov, Web: www.waukeganil.gov

## Indiana

Auburn—Lauer, Donald, Sheriff, DeKalb Co Sheriff's Dept, 213 E Eighth St, 46706, (206) 925-3365, Fax: (206) 925-2661, Email: dlauer@co.dekalb.in.us

Hammond—Martin, Anthony M, Chief of Police, Purdue Univ Calumet Police Dept, 2200 169th St, 46323, (219) 989-2220, Fax: (219) 989-2052, Email: anthony.martin@purduecal.edu, Web: www.purduecal.edu

Yorktown—St John, Richard T, Chief of Police, Yorktown Police Dept, 9730 W Smith St, 47396, (765) 759-7760, Fax: (765) 759-4008, Email: tstjohn961@yahoo.com

## Iowa

Ames—Huff, Geoff, Commander, Ames Police Dept, 515 Clark St, 50010, (515) 239-5317, Fax: (515) 239-5429, Email: ghuff@city.ames.ia.us

Des Moines—Nieuwsma, Gary P, Captain, IA State Patrol, 215 E Sevin St, 50319, (515) 725-6100, Email: nieuwsma@dps.state.ia.us

Sibley—Weber, Douglas L, Sheriff, Osceola Co Sheriff's Office, 309 Sixth St, 51249, (712) 754-2556, Fax: (712) 754-2872, Email: dweber@osceolacoia.org, Web: www.sheriffosceolacounty.org

Stuart—Reha, David, Chief of Police, Stuart Police Dept, 121 E Front St, 50250, (515) 523-1896, Fax: (515) 523-2798, Email: dwreha@stuart911.com, Web: www.stuart911.com/police

Woodbine—Dull, Gary D, Chief of Police, Woodbine Police Dept, 515 Walker St, 51579, (712) 647-2550, Email: gdull@woodbineia.com

## Kansas

Eastborough—Cross, Michael D, Assistant Chief of Police, Eastborough Police Dept, 1 Douglas Ave, 67207, (316) 682-4111, Fax: (316) 260-9769, Email: mike.cross@eastborough.net, Web: www.eastborough.net

Lenexa—Borchers, Wade, Captain, Lenexa Police Dept, 12500 W 87th St Pkwy, 66215, (913) 825-8035, Fax: (913) 477-7249, Email: wborchers@lenexa.com

Merriam—McLaughlin, Darren L, Lieutenant, Merriam Police Dept, 6190 Eby, 66202, (913) 322-5560, Fax: (913) 322-5565, Email: darrenm@merriam.org

Mount Hope—Moore, Bart A, Chief of Police, Mount Hope Police Dept, 112 W Main St, 67108, (316) 661-2213, Fax: (316) 661-2212, Email: mthopepd@prodigy.net

Topeka—Smith, Kyle G, Deputy Director, KS Bureau of Investigation, 1620 SW Tyler, 66612, (785) 296-8290, Fax: (785) 296-0915, Email: kyle.smith@kbi.state.ks.us, Web: www.kansas.gov/kbi

Wichita—Easter, Jeffrey T, Sheriff, Sedgwick Co Sheriff's Office, 141 W Elm, 67203, (316) 383-7264, Fax: (316) 660-3248, Email: jeaster@sedgwick.gov

—Morris, Sara B, Chief of Police, Wichita State Univ Police Dept, 1845 Fairmont St, 67260-0003, (316) 978-3450, Fax: (316) 978-3184, Email: sara.morris@wichita.edu, Web: www.wichita.edu/police

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**The IACP notes the passing of the following association members with deepest regret and extends its sympathy to the families and coworkers left to carry on without them.**

Frank C. Bick, Commissioner of Police (ret.), St. Louis County, Missouri; Ladue, Missouri (life member)

Carl J. Lacorte, Chief of Police (ret.), Kenmore, New York; Amherst, New York

Alan J. Lustmann, Chief of Police (ret.), Palisades Park, New Jersey (life member)

Bruce P. Maahs, Chief of Police, Pennsville Township, New Jersey

Glen E. McClure, Psychologist, Phd PA, Sugar Land, Texas

William R. Milne, Deputy Chief of Police (ret.), Stratford, Connecticut (life member)

Timothy J. Walsh, President (ret.), Harris & Walsh Management Consultant, Buffalo, New York

Michael J. Woznick, Chief of Police, Gibsonville, North Carolina

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## Product Feature:

# Products Old and New Help Protect Officers in Hostile Terrain

By Scott Harris,  
Freelance Writer

Note: *Police Chief* magazine, from time-to-time, offers feature-length articles on products and services that are useful to law enforcement administrators. This article features tactical and protective equipment and services.

**T**tactical and protective equipment and services do more than simply protect law enforcement officers. Thanks to ever-advancing technologies, protection increasingly means keeping law enforcement out of harm's way in the first place.

Robotics is a key piece of this equation. Once bulky and one-dimensional, new law enforcement robots are more nimble, more compact, and more efficient. This allows SWAT teams and other units to deploy robots more often in more situations—and, by extension, keep people safer and help operations proceed more quickly and efficiently.

"These teams are working in highly hostile environments. Anything safer is a good thing," said Matthew Speakman, account manager with RoboteX, a tactical and personal safety technology company based in Silicon Valley, California. "Sometimes an operation like clearing a house can take seven or eight hours because people are not sure about safety. But with a robot, you can do it in a matter of minutes."<sup>1</sup>

Compared with earlier models, newer robots are not only more effective but easier to use, Speakman said.

"There are robots that have been in use for a number of years, but they're mainly bomb-detecting robots, which can weigh 700-800 pounds and require a lot of training," Speakman said. "With the newer robots, we pride ourselves on ease of use. You can become a certified operator in a matter of seconds. The robots can travel up stairs and over obstacles without getting hung up on debris."

Robots are more often serving a wide array of specialized purposes. For example, ReconRobotics, a manufacturer headquartered in Minnesota, calls itself the world leader in tactical micro-robot systems. Among other products, ReconRobotics developed

the ThrowBot, a one-pound robot that can literally be thrown into a hostile environment.

"They're higher tech and they're lighter weight," said Aimee Barmore, ReconRobotics director of law enforcement and federal programs. "They can search and clear a house, or they can break open doors and tear down walls. They move so quietly they're not going to get noticed. You can see what's going on and figure out what needs to happen."<sup>2</sup>

Barmore cited an April incident in Gwinnett County, Georgia, in which a gunman took five firefighters hostage. A ReconRobotics robot entered the house and through its video capability revealed that the suspect was dousing the inside of his house in gasoline. That and other information from the robot helped SWAT team members neutralize the situation without any major injuries to the hostages. The gunman was killed by SWAT team members.

"One of the teams used a robot to clear different areas of the house," Barmore said. "They saw through the robot that he was pouring gasoline around his house. They were able to back off because of what they saw from the robot's camera; if they had gone in it might have had a different outcome."

The Robotex flagship tactical robot, the Avatar II, also has video capability. Speakman acknowledged that robots can be costly (and declined to offer specific dollar figures), but maintained that the robot can pay for itself relatively quickly in time and effort saved.

"It's expensive, but it pays for itself," Speakman said. "It saves a ton of money when it makes an operation move more quickly. It's an investment."

Other robotics and related vendors working in the law enforcement and public safety arenas include Florida-based Priora Robotics, California-based camera and video technology provider Panoscan, Oklahoma firm ECA-SSI, and American Science and Engineering, a Massachusetts company creating high-tech inspections solutions.

Robotics is an area clearly affected by the onrush of new and improved technology, but other facets of protective and tactical operations also are affected that may be slightly less intuitive.

Recently, for example, a company devised a new kind of fabric that can help officers do their job not only more safely but more comfortably. The hybrid fabric originated with another segment of the law enforcement population.

"K-9 handlers were telling me the vests were too hot and heavy for the dogs," said Linda Lazarowich, president of ProWearGear.com, Inc. based in Canada. "This reduces the vest from 12-15 pounds down to three pounds."<sup>3</sup>

Lazarowich decided to adapt the technology for human use after she received feedback from police officers about their own comfort and safety.

"They showed me cuts and bruises they have to deal with on an ongoing basis. It's in places like the arms, legs, and belly, and there's no gear for it," Lazarowich said. "People know where officers are vulnerable."

As a result, Lazarowich has designed products for officers, which will hit the market later this year. The vests are made of a new fabric composite, created using a process recently patented by Lazarowich.

The new composite fabric, which Lazarowich is calling Armordillo, is lightweight and flexible, and can adjust easily to any body type. Along with the vest, Lazarowich is experimenting with other garments like neckwear for carotid artery protection, gauntlets, gaiters, and even T-shirts.

Armordillo garments are *not* bulletproof, but can ward off stab-bings and similar attacks while fitting comfortably under regular clothing.

"You can tuck it in under your regular vest or Polo shirt, and it would weigh maybe three-quarters of a pound," Lazarowich said. "It's not a ballistic garment, but it's puncture and slash resistant against things like knives and other sharp weapons like beer bottles. It's 360-degree protection all the way around."

Technology is weaving itself into other types of gear and equipment as well. California-based head protection company Schuberth

North America now offers a flip-up, high-speed helmet with a built-in internal antenna. Florida company ArmourLite pioneered shatterproof, tritium-illuminated watches. Germany-based CeoTronics provides high-tech mobile radios and terminals.

Protective and tactical considerations are not always driven entirely by technology, however. Practical Defense Training Technologies, a training solutions provider based in California, is working to ensure that law enforcement training is as close to the real thing as possible. Practical Defense Training Technologies is a pioneer in what is referred to as reality-based training, which involves using simulated weapons and other items that are as close to real life as they can be. But the provider is also working to advance law enforcement know-how through good, old-fashioned relationship building and subject matter knowledge.

"We try to create an atmosphere of resource sharing," said company President Gordon Potter. "For example, if an agency is struggling with scenario development in its training, we can help. We're not taking over their training; we're providing solutions."<sup>4</sup>

Other companies offering tactical and protective training products and services include Minnesota firm Ballistic Rubber, Wisconsin firm Qualification Targets Incorporated, and Georgia-based live fire simulation training provider Meggitt Training Systems. ♦

#### Notes:

<sup>1</sup> Matthew Speakman, phone interview, May 30, 2013.

<sup>2</sup> Aimee Barmore, phone interview, May 29, 2013.

<sup>3</sup> Linda Lazarowich, phone interview, May 28, 2013.

<sup>4</sup> Gordon Potter, phone interview, May 29, 2013.



## What Crime Wave are You Fighting Today?



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## Product Feature:

# Source List for Tactical and Protective Equipment and Services

For contact information, view this article in the July 2013 issue online at <http://www.policechiefmagazine.org>.

Advanced Materials Laboratories Inc.  
Aerko Intl.  
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Prioria Robotics  
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# ONESOLUTION DELIVERS INFORMATION TO THE POINT OF NEED

Located in the Piedmont region of central North Carolina, Davidson County is home to North America's oldest mountain range, the Uwharrie Mountains, in the county's western and southwestern sections. Davidson County 9-1-1 is a consolidated center serving the county's 149,000 citizens. The county has been a user of SunGard Public Sector's Public Safety Solution since 1998 and in March 2011 made the transition to SunGard's ONESolution Computer-Aided Dispatch (CAD).

"It was the additional features that led us to want to move forward," says Terry Bailey, director of Davidson County 9-1-1. "The ONESolution CAD integrates very well with Windows 7. We had just upgraded to Windows 7 and had seen the ONESolution CAD demo, so we were really looking forward to some of the mapping enhancements that come along with ONESolution."

ONESolution's mapping features are a key element of the CAD software, enabling access to both records-based and map-centric user interfaces with Google and ESRI GIS support to organize geospatial information, conduct analysis, and visualize data. ONESolution's intuitive user experience can help improve training comprehension, efficiency, and ease of adoption.

ONESolution will also provide support to Davidson County as they attempt to support regional public safety agencies across jurisdictions. "The Google mapping will allow us to follow a chase as it leaves our county into surrounding counties," explains Mr. Bailey. "Before ONESolution, we were at the mercy of the audio back and forth, but now we can follow with the Google maps as it goes into another jurisdiction."

For more information on SunGard Public Sector's Public Safety and Justice products, contact us. Together, we can make your community a safer place to live and work.



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# Exhibitor 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 online at <http://www.policechiefmagazine.org>. Items about new or improved products are based on news releases supplied by manufacturers and distributors; IACP endorsement is in no way implied.



## **Patrol Vehicle**

Chevrolet Caprice Police Patrol Vehicle (PPV) is designed to deliver the performance, comfort, and safety today's police departments need. New features and enhancements for 2014 provide a more tailored tool for law enforcement. The changes are headlined by the relocation of the shifter from the center console to a column-shift design, opening up space for a new center console equipment mounting platform. The platform is standard and serves as a heavy-duty foundation for the variety of computer, console and other equipment typically used in police vehicles. It also comes installed, saving police departments the money of purchasing a separate platform and the time of installing it. **For more information, please visit [www.gmfleet.com/Chevy\\_Police](http://www.gmfleet.com/Chevy_Police).**

## **Precursor tracking system**

Appriss offers NPLeX (National Precursor Log Exchange) to help combat the production of methamphetamine. NPLeX is a real-time electronic logging system used by pharmacies and law enforcement to track the sales of over-the-counter cold and allergy medications containing pseudoephedrine. Pseudoephedrine is used to manufacture methamphetamine. Sales are blocked for anyone attempting to purchase more than the legal limit, reducing the number of meth labs. The National Association of Drug Diversion Investigators (NADDI) provides NPLeX at no cost to states that have legislation requiring real-time electronic monitoring of precursor purchases and agree to use the system.

**For more information, please visit [www.appriss.com](http://www.appriss.com).**

## **Tactical robot**

The iRobot 110 FirstLook is a small, light, throwable robot that provides situational awareness, performs persistent observation, and investigates confined spaces—ideal for a range of missions and special operations, including building clearing and raids, and investigating tunnels, ditches, culverts, and other hard-to-access places. It is designed to be light and small weighing about 5 pounds and is 10 inches long, 9 inches wide, and 4 inches tall. It is maneuverable in a variety of environments and can climb steps up to 7 inches high, overcome curbs and other obstacles, turn in place, and right itself when flipped over. It is designed to survive 16-foot drops onto concrete and be waterproof up to 3 feet.

**For more information, please visit [www.irobot.com](http://www.irobot.com).**



### ***Crime scanner for Twitter tweets***

BrightPlanet offers BlueJay, which is designed to monitor large public events, social unrest, gang communications, and criminally predicated individuals; identify potential witnesses and indicators for evidence; and track department mentions. It captures tweets from the entire Twitter firehose. It is designed to be undetectable and captures geographically tagged tweets. It has no IT requirements. All that is needed is Internet access and a browser.

**For more information, please visit [brightplanet.com/bluejay](http://brightplanet.com/bluejay).**

### ***Ballistic vest cover system***

Ripstop ArmorSkin by Blauer Manufacturing Co. is designed to look like a uniform shirt when worn over an ArmorSkin Base Shirt; ArmorSkin helps to maintain a professional appearance and a tactical advantage in the field. Universal armor fit and easy adjustment at shoulders and sides allows existing ballistic armor and carrier to be fitted and worn exactly as it would under a uniform shirt and according to the manufacturer's instructions. Mesh lining and side panels are lightweight and provide more breathability and quick-dry comfort. It is the new way to wear concealed body armor. ArmorSkin is a ballistic vest cover system for law enforcement that provides relief from the heat and discomfort of conventional carriers, maintains a uniform look, and helps to alleviate lower back and hip pain.

**For more information, please visit [www.blauer.com/law-enforcement.html](http://www.blauer.com/law-enforcement.html).**

### ***Canopy shelter***

Allegro's tent products offer shelter and structural strength to stand up to the elements in the harshest conditions. The Hi-Viz Green Utility Canopy Shelter offers an additional safety feature in an outdoor environment. Designed with an open bottom for protection while working over excavation sites, these tents provide easy access for equipment as well as quick set-up and breakdown. It is designed to be affordable and features hi-viz green for visibility, this polyester canopy offers 100 percent UV protection, meets CPAI 84 fire code and is water and fire resistant. The canopy offers a full truss ceiling design, has a powder-coated steel frame that requires no tools for set up, and has rust-proof ABS foot pads to provide greater ground stability. The optional Side Wall Kit includes a continuous 3-wall panel.

**For more information, please visit [www.allegrosafety.com](http://www.allegrosafety.com).**

### ***Electronic control weapon and flashlight***

TASER International, Inc. reveals the newest addition to its suite of personal self-defense products. The heavy-duty StrikeLight stun flashlight incorporates the power of a stun gun for added protection. This practical tool can be used for more than self-defense. The StrikeLight stun flashlight is designed for convenience and protection in everyday situations. This high-intensity flashlight with integrated stun technology has a high-voltage stun arc and is easy to use. **For more information, please visit [www.taser.com](http://www.taser.com).**



### ***Mission Oriented Biometric Software Configuration***

Cross Match Technologies, Inc., announces the release of an Interpol compliant configuration (INT-I) of its mission-oriented biometric software (MOBS), simplifying access to the growing Interpol biometric database and network. The new MOBS configuration eliminates a more manual process previously required for submission of non-Interpol formatted records to the world's largest international police organization. MOBS is the resident identity management software on Cross Match's multimodal, mobile biometric handhelds, such as the SEEK II and the SEEK Avenger, and can also be utilized with stationary systems. It allows users to streamline applicant enrollment and criminal booking procedures by pre-defining and setting up situational data and utilizing pre-set criteria to enroll subjects. It is offered in numerous languages, including English, French, Spanish, Portuguese, Greek, Arabic, Dari, Pashto, and Urdu. MOBS has an intuitive and customizable user interface. **For more information, please visit [www.crossmatch.com](http://www.crossmatch.com).**

### ***Headlamps***

Streamlight, Inc., has updated the design of three of its signature headlamps, the Argo, Septor, and Trident. The enhanced lights feature brighter LEDs and greatly improved design features, addressing the hands-free lighting needs of first responders, such as a push-button switch that is easier to use when wearing gloves, and recessed to protect it from being turned on accidentally. The new Argo headlamp features a white C4 LED with three output modes: High (150 lumens); Medium (100 lumens) and Low (45 lumens). The updated Septor headlamp also offers three modes, including 7 LEDs for close-at-hand tasks (120 lumens); 3 LEDs for light without glare (45 lumens); and 1 LED for an extended 55-hour run time. The multi-purpose Trident headlamp offers the broadest range of lighting applications for use, featuring three lighting modes: one white C4 LED (80 lumens, 126 meters); three 5mm LEDs (35 lumens, 10 hours); and one 5mm LED for an extended, 53-hour run time. ♦

**For more information, please visit [www.streamlight.com](http://www.streamlight.com).**

**Redstone Architects**

*Police Headquarters, Troy, MI*

**Consultants to Agencies & Architects**

**Needs Assessments**

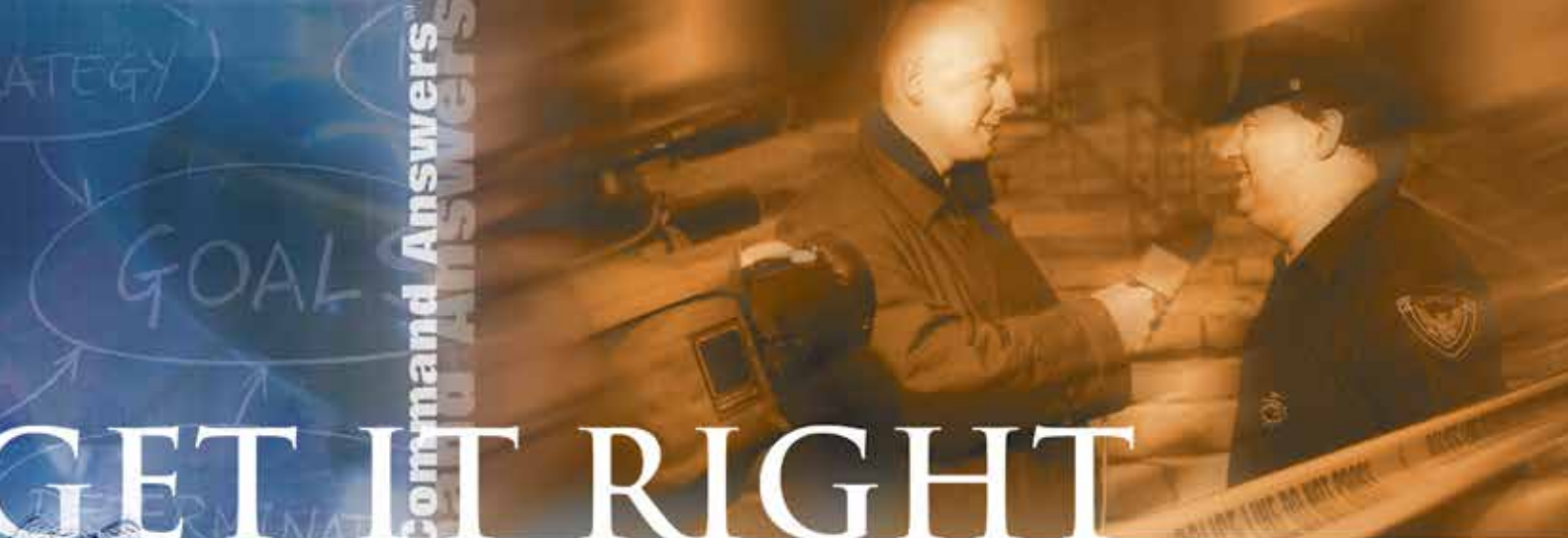
**Site Selection**

**Budget Development**

**248-418-0990**

**[www.policearchitect.com](http://www.policearchitect.com)**





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Command Answers<sup>SM</sup> [www.iacpnet.com](http://www.iacpnet.com)



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Split-second decisions about when to pursue, how to pursue, and how to terminate pursuits can have far-reaching consequences.

**Join Pursuits to improve your department's outcomes**  
and get your copy of "Pursuits: Data that Drives Safety, 2013 Edition," a thorough analysis of more than 2,000 pursuit records from 2011 and 2012. For more information call 800.328.1921.

[www.login4pursuits.net](http://www.login4pursuits.net)

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ACTIVE SHOOTER  
LEADERSHIP  
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SHOOTINGS  
CYBER SECURITY

you need to be here.

Bring your entire team to IACP 2013 for five days of top-quality, hands-on education, and tap into the resources and expertise that will keep your agency functioning at optimum levels across the board. Choose from 200+ education sessions in targeted tracks, presented by law enforcement experts and leading police executives, who will address key topics, present promising new tactics, explore up-and-coming technology and share experiences and insights to guide you in your operation.

**DON'T DELAY. ADVANCE REGISTRATION RATES EXPIRE SEPT. 4**

After Sept. 4 only online and onsite registrations will be accepted.

Register today: [www.theIACPconference.org](http://www.theIACPconference.org)



Serving the leaders of today,  
developing the leaders of tomorrow.

**IACP**  **2013**

**OCTOBER 19-23**

**EXHIBITS: OCTOBER 20-22**  
**PENNSYLVANIA CONVENTION CENTER**

**PHILADELPHIA, PENNSYLVANIA**

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# REGISTRATION INFORMATION

October 19-23 | Pennsylvania Convention Center



Full registration to IACP 2013 is limited to IACP members, their non-member guests, family members, and exhibitors. IACP 2013 is not open to the general public. Sworn officers, first responders, and civilian employees of public safety and government agencies and the armed forces can register for complimentary access to the exhibit hall. Public Safety includes offices of police, sheriffs, EMS, fire service, hazmat and park rangers from federal, state, city, county, campus, and tribal agencies, and the armed forces. To qualify for this three-day exhibit hall-only pass, the recipient must work for the government or a public safety agency and will be required to show their credentials upon arrival. The IACP reserves the right to refuse ineligible registrations.

To take advantage of discounted registration fees, complete the attached registration form and return to the IACP with payment or register online through September 4, 2013. Beginning September 5, 2013 ONLY online registrations will be accepted. Higher registration fees will apply.

Registration fees must accompany the registration form; payment may be made by check, credit card or purchase order. Advance and on-site registration fees will be accepted in U.S. funds only and must be drawn on a U.S. bank. All credit card payments will be processed at IACP Headquarters in U.S. funds.

Phone registrations are not accepted. Do not mail and fax your credit card information, as charges may be duplicated. Once your registration is processed, you will receive an e-mail confirmation, which also serves as your only receipt.

## FIVE WAYS TO REGISTER

### 1. REGISTER ONLINE

Go to [www.theIACPconference.org](http://www.theIACPconference.org) and click on REGISTER. You will need your member number (or the member number of whom you are a guest) and your credit card for payment. Only credit card payments are accepted online. Internet registration opens on May 8, 2013 and will be open until the close of the conference.

### 2. REGISTER BY FAX (703-836-4543)

Fax completed forms with credit card payments or Purchase Orders to 703-836-4543. Due to registration volume, IACP cannot confirm fax receipt.

### 3. REGISTER WITH A CHECK

Send completed forms with checks to:

IACP Conference Registration  
P.O. Box 62564  
Baltimore, Maryland 21264-2564 USA

### 4. REGISTER WITH PURCHASE ORDER

Send completed forms with Purchase Orders to:

IACP Conference Registration  
515 N Washington Street  
Alexandria, Virginia 22314-2357 USA

When sending a purchase order, please enclose an addressed return envelope.

### 5. WALK-IN REGISTRATION BEGINS OCTOBER 18, 2013

Walk-in registration opens Friday, October 18, 2013, at 1:00 pm at the Pennsylvania Convention Center, 1101 Arch St, Philadelphia, PA 19107, USA.

QUESTIONS? CALL 800-THE-IACP



## 2013 REGISTRATION FEES

	On or Before September 4, 2013 (Discounted Rates)	September 5, 2013 and After (Online Registration On-site)
Member*	\$275	\$350
First Time IACP Member*#	\$220	\$275
Non-member*	\$450	\$575
Family Member* +	\$100	\$100
Children under 18*	FREE	FREE
Expo Pass for Law Enforcement	FREE	FREE
1-Day Pass for Law Enforcement Personnel ^		\$65
2-Day Pass for Law Enforcement Personnel^		\$125

\*Full conference registration fee includes access to All General Assemblies, workshops, receptions, Exhibit Hall Floor, Host Chief's Night, and transportation between Official IACP hotels and the Convention Center.

#The First Time IACP Member discounted rate must be taken at the time of the initial registration. Refunds cannot be given for incorrect registration submissions.

+Family refers to a spouse or family member, not a business associate or fellow law enforcement colleague. ONLY the family member's name, city, and state will appear on their badge. Family members do not receive certificates for workshops.

^1-Day and 2-Day Pass Registration will begin online on September 5, 2013. Each person may register for only ONE 1-Day Pass or 2-Day Pass.

Only IACP members can take advantage of the member registration rates. All IACP memberships are individual and non-transferable for conference registrations member rates.

## FIRST TIME MEMBER ATTENDEES

IACP members attending the Annual Conference & Expo for the first time can take advantage of a special discounted rate. IACP members attending for the first time pay \$220 in advance and \$275 on-site.

THIS IS A  
SAVINGS  
OF 20%!

## MEMBERSHIP

**SAVE over 24% off the non-member rate – join the IACP & register at the first timer rate**

Join the IACP now and save \$110! Non-members may submit their IACP Member dues (\$120) along with the first time IACP member registration fee (\$220) by completing the membership portion of the registration form. All new members must be sponsored by a current "Active" member. Memberships will not be processed without complete sponsor information, including the sponsor's membership number.

Law enforcement professionals at every level qualify for membership in the IACP. Those in sworn command-level positions qualify for active membership; others are eligible for associate membership. See the IACP website for details.

### Refund Policy Statement

All cancellations must be made in writing and mailed, faxed (703-836-4543), or e-mailed (conf2013@theiacp.org) to the IACP headquarters. No telephone cancellations will be accepted. It will take a minimum of six weeks to receive a refund. A \$50 penalty will be assessed on all cancellations postmarked or fax/email dated on or before September 25, 2013. A \$75 penalty will be assessed on cancellations postmarked or fax/e-mail dated between September 26 - October 16, 2013. No refunds will be issued on or after October 17, 2013. No refunds will be given for no-shows. Registration may be transferred to another person in your organization by written request to IACP prior to September 25, 2013. After this date all changes must be made at the conference. Additional charges may apply.



# ADVANCE REGISTRATION FORM

October 19-23 | Pennsylvania Convention Center



Use this form to save on registration fees until September 4, 2013. Beginning September 5, 2013, only online registrations will be accepted. Discounted Advance Registration Deadline: Must be postmarked by September 4, 2013.



Register online at  
[www.theIACPconference.org](http://www.theIACPconference.org)

## Check One:

☐ I am an IACP Member; Membership Number \_\_\_\_\_ ☐ I am applying now for Membership

☐ I am a Non-member; I am the guest of \_\_\_\_\_ Their Member# \_\_\_\_\_

☐ I am the spouse or family member of \_\_\_\_\_ Their Member# \_\_\_\_\_

Full Name \_\_\_\_\_

First Name for Badge \_\_\_\_\_

Title \_\_\_\_\_

Agency/Organization \_\_\_\_\_

Mailing Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_

Zip/Postal Code \_\_\_\_\_ Country \_\_\_\_\_

Phone # \_\_\_\_\_ Fax # \_\_\_\_\_

Email Address \_\_\_\_\_

**FAMILY** — complete a duplicate registration form if using different payment method.<sup>+</sup>

Name \_\_\_\_\_

Children (Under 18) Name(s) \_\_\_\_\_

☐ YES! I would like to receive emails from IACP exhibitors regarding their conference activities and products.

## CHECK APPROPRIATE REGISTRATION TYPE:

- ☐ IACP Member\* ..... \$275
- ☐ First Timer Member\* (IACP Members ONLY) ..... \$220
- ☐ Non-member\* ..... \$450
- ☐ Family Member\*+ ..... \$100
- ☐ Children Under 18\* ..... FREE
- ☐ Exhibit Hall Pass for Law Enforcement Personnel ..... FREE

Day Pass & 2-Day Pass Registration Will Open On-line, September 5.

## JOIN THE IACP:

☐ YES! I would like to Join the IACP and take advantage of the First Timer Member Registration Rate

Member Dues ..... \$120  
First Timer Member Registration ..... \$220  
Total ..... \$340

Date appointed to your current position: \_\_\_\_\_

Active member sponsor: Sponsor Name/Member Number: \_\_\_\_\_

## (OPTIONAL) PURCHASE TICKETS FOR THE ANNUAL BANQUET:

Held on Tuesday, October 22, 2013. Tickets are \$85.00 each. # of Tickets \_\_\_\_\_. No refunds after September 11, 2013. Pre-Conference ticket sales end October 11, 2013 and will continue on-site starting October 18, 2013.

☐ YES! Go Paperless! I do not need a printed program; I will use the IACP 2013 Mobile App.

## Please complete the following questions:

The information is being requested to enhance the 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
- ☐ B. 6-15
- ☐ C. 16-25
- ☐ D. 26-49
- ☐ E. 50-99
- ☐ F. 100-249
- ☐ G. 250-499
- ☐ H. 500-999
- ☐ I. 1,000 & above

### 2. What is the approximate population size of your city/jurisdiction?

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

### 3. What best describes your function/assignment?

- ☐ A. Administration
- ☐ B. Field Operations

- ☐ C. Information Technology
- ☐ D. Patrol/Investigations/Tactical
- ☐ E. Communications
- ☐ F. Training
- ☐ G. Fleet Management
- ☐ H. Purchasing
- ☐ I. Medical/Psychological
- ☐ J. Legal
- ☐ K. Retired
- ☐ L. Other (specify) \_\_\_\_\_

### 4. What best describes your purchasing authority?

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

### 5. Which best describes your Agency?

- ☐ A. Local
- ☐ B. State
- ☐ C. County/Special District
- ☐ D. Tribal

- ☐ E. College/University
- ☐ F. Transportation
- ☐ G. Federal
- ☐ H. Other
- ☐ I. Not Applicable

### 6. In the next 12-24 months, which of these products or services does your organization plan to purchase/lease? (Check ALL that apply):

- ☐ A. Aircraft
- ☐ B. Armor/Protective Equipment
- ☐ C. Awards/Badges/Challenge Coins
- ☐ D. Communications Equipment
- ☐ E. Education/Training
- ☐ F. Investigation/Surveillance/Detection
- ☐ G. Less-Lethal Weapons
- ☐ H. Lighting
- ☐ I. Mobile Technology
- ☐ J. Personal/Tactical Equipment
- ☐ K. Professional Consulting Services
- ☐ L. Publication/Trade Journal
- ☐ M. Restraints
- ☐ N. Technology
- ☐ O. Testing Equipment

- ☐ P. Vehicles/Motorcycle/ATV
- ☐ Q. Vehicle Accessories
- ☐ R. Weapons/Firearms
- ☐ S. Uniforms
- ☐ T. Unmanned Vehicles/Robotics
- ☐ U. Not Applicable

### 7. Which best describes your organization's budget cycle?

- ☐ A. January 1-December 31
- ☐ B. July 1-June 30
- ☐ C. October 1-September 30
- ☐ D. Not Applicable

### 8. From the time you decide to purchase a product or service, typically how much time do you require for research, proposals, and internal processes before a purchase is made?

- ☐ A. 0-3 months
- ☐ B. 3-6 months
- ☐ C. 6-12 months
- ☐ D. 1-2 years
- ☐ E. Over 2 years
- ☐ F. Not Applicable

## PAYMENT: (No Registrations will be processed unless accompanied by payment in full.)

TOTAL AMOUNT TO BE CHARGED \$ \_\_\_\_\_

☐ Purchase Order # \_\_\_\_\_

☐ 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 62564, Baltimore, MD 21264-2564 USA

☐ Please charge my credit card: ☐ Visa ☐ MasterCard ☐ American Express ☐ Discover

Acct. \_\_\_\_\_ Exp. Date \_\_\_\_\_

Cardholder's Name \_\_\_\_\_ Billing Address \_\_\_\_\_

Signature \_\_\_\_\_

Fax completed form with credit card authorization to 703-836-4543. Do NOT mail and fax form —charges may be duplicated. Mail purchase order along with form and addressed return envelope to:

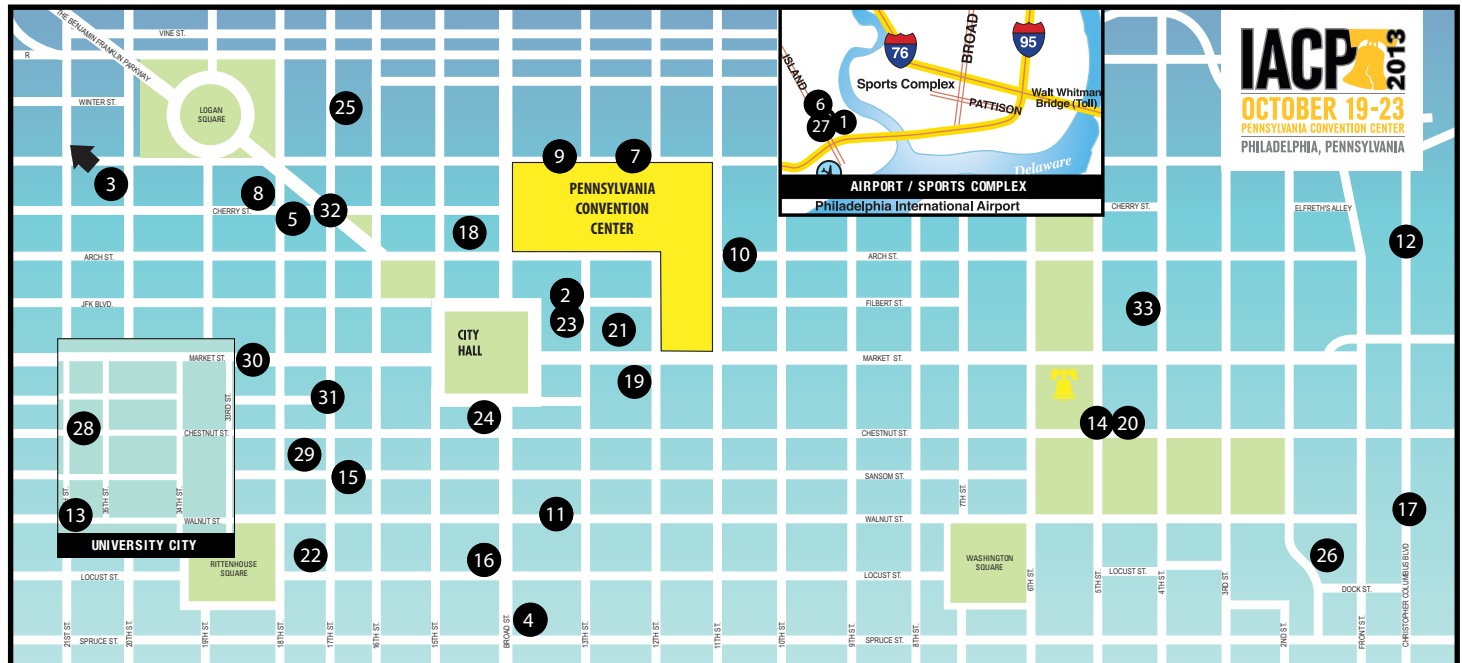
**IACP Conference Registration**  
515 N. Washington St.  
Alexandria, VA 22314-2357 USA

\* Full conference registration fee includes access to all general assemblies, workshops, receptions, Exhibit Hall and Host Chief's Night.

+ Family refers to a spouse or family member, not a business associate or fellow law enforcement colleague. ONLY the family member's name, city, and state will appear on their badge. Family members do not receive certificates for workshops.

# HOTEL INFORMATION

October 19-23 | Pennsylvania Convention Center



	HOTEL	Rates Starting At	Distance to Convention Center	Shuttle Provided
1	Aloft Philadelphia Airport	\$143 •	7 miles	
2	Courtyard by Marriott Philadelphia Downtown	\$239	1 block	
3	Crowne Plaza Philadelphia West	\$143 •	6.6 miles	
4	Doubletree Hotel Philadelphia	\$189*	.7 miles	
5	Embassy Suites Philadelphia Center City	\$229	.6 miles	
6	Four Points by Sheraton Philadelphia Airport	\$143 •	7 miles	
7	Four Points Philadelphia City Center	\$179**	1 block	
8	Four Seasons Hotel Philadelphia	\$239***	.8 miles	
9	Hampton Inn Philadelphia Convention Center	\$184	1 block	
10	Hilton Garden Inn Philadelphia Center City	\$204	1 block	
11	Holiday Inn Express Midtown	\$189	6 blocks	
12	Holiday Inn Express Penn's Landing	\$143 •	1.5 miles	
13	Homewood Suites University City	\$179**	2 miles	
14	Hotel Monaco Philadelphia	\$249	1 mile	
15	Hotel Palomar Philadelphia	\$249	.8 miles	
16	Hyatt at the Bellevue	\$239	.7 miles	
17	Hyatt Regency Philadelphia Penn's Landing	\$209	1.5 miles	
18	Le Meridien Philadelphia	\$245***	1 block	
19	Loews Philadelphia Hotel	\$199*	1 block	
20	Omni at Independence Park	\$209**	1 mile	
21	Philadelphia Marriott Downtown	\$249	1 block	
22	Radisson Plaza-Warwick Hotel	\$179**	.8 miles	
23	Residence Inn Philadelphia City Center	\$246	1 block	
24	Ritz-Carlton Philadelphia	\$252	4 blocks	
25	Sheraton Philadelphia Downtown	\$199***	4 blocks	
26	Sheraton Society Hill	\$189	1.3 miles	
27	Sheraton Suites Airport	\$143 •	7 miles	
28	Sheraton University City	\$199	2.5 miles	
29	Sofitel Philadelphia	\$235**	.8 miles	
30	Sonesta Hotel Philadelphia	\$169**	.7 miles	
31	Westin Philadelphia	\$245***	.7 miles	
32	Windsor Suites	\$199	.5 miles	
33	Wyndham Philadelphia Historic District	\$169**	1 mile	

## TRAVEL DISCOUNTS

**Amtrak discount:**  
20% of coach ticket (Train station is 15-minutes by cab to the convention center)

**United discount:** 2-10% of ticket

**Dollar discount:**  
5% of rental car

Visit [www.theIACPconference.org](http://www.theIACPconference.org) for details.

## Free Parking & Transportation

Commuting? Free parking is available at the Mann Center. Transportation will be provided to/from the parking lot to the convention center. The parking and shuttle are available Sunday - Tuesday, 6:00 AM - 6:00 PM

• Prevailing government per diem. Rates will be confirmed 10/1/13.

\* Five night minimum rate, please see website for details.

\*\* Four night minimum rate, please see website for details.

\*\*\* Early bird rate, please see website for expiration and details.

# HOUSING FORM

October 19-23 | Pennsylvania Convention Center



 Book your hotel online at [www.theIACPconference.org](http://www.theIACPconference.org) and receive your hotel confirmation.

## Please submit form to:

Travel Planners Inc./IACP  
381 Park Avenue South, 3rd Floor  
New York, NY 10016 USA  
Phone: 877-IACP-123 (877-422-7123) or 212-532-1660  
Fax: 212-779-6128

## Hotel Choice:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

Arrival Date: \_\_\_\_\_ Departure Date: \_\_\_\_\_

## Room Type:

- ☐ Single (1 person/1 bed)
- ☐ Double (2 people/1 bed)
- ☐ Twin (2 people/2 beds)
- ☐ Triple (3 people/2 beds)
- ☐ Quad (4 people/2 beds)

## Suite Request:

- ☐ Parlor and one bedroom
- ☐ Parlor and two bedrooms

Note: All suite requirements will be subject to approval by the IACP.

## Special Requirements:

☐ If you have any disabilities that require special facilities in your sleeping room, please check here. Someone will contact you to discuss further.

## Name(s) of Occupant(s):

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

## Mail Confirmation to:

Name \_\_\_\_\_

Agency/Organization \_\_\_\_\_

Mailing Address \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_ Zip/Postal Code \_\_\_\_\_

Country \_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_

Email \_\_\_\_\_

## Frequent Guest Program:

Hotel \_\_\_\_\_

Account Number \_\_\_\_\_

## RESERVATION DEADLINE:

September 27, 2013

Every effort will be made to accommodate your request, subject to hotel availability and rate. Rooms are assigned in the order in which registrations are received. If your five hotel choices are not available, you will be contacted.

Once you receive a confirmation from Travel Planners, you will have five business days to go online and guarantee your reservation with a credit card. Any unguaranteed reservation is subject to cancellation. For a check deposit for one night's room and tax, please make your check payable to Travel Planner's Inc. All checks must be received by the deadline of August 30, 2013.

Confirmation will be emailed, faxed, or mailed the next business day after receipt of your request. If you do not hear from Travel Planners Inc. within five business days, please call Travel Planners Inc. and we will send your confirmation.

Changes and cancellations should be made through Travel Planners Inc. at least three weeks before arrival. Changes may be subject to hotel availability. If changes or cancellations are made less than three weeks before arrival, please refer to your confirmation for specifics on your hotel's change and cancellation policy.

Many hotels are now imposing fees for early departure. This policy is at the discretion of the individual hotel, and the amount of the fee varies by hotel. To avoid an early departure charge, be sure to verify your actual date of departure at the time of check-in. Please submit form to:

## Travel Planners Inc./IACP

381 Park Avenue South, 3rd Floor  
New York, NY 10016 USA  
Phone: 877-IACP-123 (877-422-7123) or 212-532-1660  
Fax: 212-779-6128

## PAYMENT:

(No Registrations will be processed unless accompanied by payment in full.)

- ☐ Check enclosed for one night's deposit. (Check should be made payable to Travel Planners Inc., payable in U.S. funds.) Mail deposit payment with completed form to:

Travel Planners Inc./IACP  
381 Park Avenue, South, 3rd Floor  
New York, NY 10016 USA

- ☐ Credit Card reservations can be made online at [www.theIACPconference.org](http://www.theIACPconference.org) or by calling 877-IACP-123.



*You're Invited...*

To the 120th IACP

# *Annual Banquet*

Tuesday, October 22, 2013  
Terrace Ballroom, Pennsylvania Convention Center  
6:00 PM-7:00 PM Reception  
7:00 PM-10:00 PM Dinner and Program  
Black Tie Optional

Join us in welcoming the IACP's new President with an evening of live music, dinner, and dancing with your friends and colleagues.

Whatever your plans are for IACP 2013, make sure they include the Annual Banquet.

***Seats are limited, so visit [www.theIACPconference.org](http://www.theIACPconference.org) today to purchase tickets.***



**IACP 2013**  
**OCTOBER 19-23**  
PENNSYLVANIA CONVENTION CENTER  
PHILADELPHIA, PENNSYLVANIA



# ACHIEVING SUCCESS THROUGH PARTNERSHIP

The 2013 IACP Annual Conference & Expo would not be possible without the support of industry leaders. The commitment and contributions of our sponsors help the IACP provide law enforcement professionals with the highest standards of education, advocacy, networking and leadership development that are vital to their success. They also serve as a key resource for the latest innovation and technology driving the future of our industry.

## GOLD SPONSOR & HOST CHIEF'S NIGHT



## INTERNATIONAL LUNCHEON & LOUNGE:



## REGISTRATION AREA:



## CONFERENCE SHUTTLES:



## SILVER SPONSORS:



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## COMPETITION ZONE



## UNMANNED VEHICLE DEMO ZONE:



For more information about the  
**IACP ANNUAL CONFERENCE & EXPO  
SPONSORSHIP PROGRAM**

Contact Karissa Jacobs

530.520.6933

[www.theIACPconference.org](http://www.theIACPconference.org)



# IACP 2013

**OCTOBER 19-23**  
**EXHIBITS: OCTOBER 20-22**  
**PENNSYLVANIA CONVENTION CENTER**  
**PHILADELPHIA, PENNSYLVANIA**

## Law Enforcement's Role in Responding to Disasters

The law enforcement community has two vital roles in responding to disasters: to provide for the safety and security of the community and to be first responders during times of crisis. Responding to disasters is a shared responsibility. Every police officer is aware that emergency management planning is for all hazards and that it takes a team effort to keep our communities safe.

We ask a tremendous amount of our first responders during disasters and emergencies. They are the first line of defense; they are the first helping hand extended to survivors. Every police officer knows emergencies can happen without notice. Our ability to respond to and recover from disasters is directly influenced by how well prepared our first responders are and how well we all work together as a team before, during, and after a crisis.

The role of law enforcement in responding to a disaster is very similar to the day-to-day role of public safety and supporting the community. In preparing for a disaster, police officers trust in their training and capitalize on their knowledge of a community. Exercises portraying the situations (large- and small-scale events) help better prepare officers and allow them to fully understand the resources needed for each event and apply that information to each community's needs. Law enforcement officials know their communities best and interact with residents on a daily basis. This knowledge gives them the ability to provide valuable situational awareness to response and recovery groups coming in to help. For example, where will there be language barriers? Does the community have unique challenges? Law enforcement can help communicate this information to the emergency management team and can offer support to other members of the team by simply being a presence in the neighborhoods.

During a disaster, police officers play a key role in many operations including: search and rescue, evacuations, door-to-

door checks, and maintaining overall public safety within the community. These are critical actions that support not only their own communities but neighboring towns as well.

When Hurricane Sandy impacted the United States, the storm brought hurricane and tropical storm force winds, storm surge, and flooding that impacted 12 states, with over eight million people losing power and impacting transportation systems in New York, Philadelphia, Boston, and Washington, D.C. Throughout the response and recovery, officers went from house to house searching for the injured or needy in neighborhoods from North Carolina to Maine. Local and state police manned rescue boats, working with the National Guard and the Coast Guard, to perform evacuations and search and rescue operations. The officers were able to provide emergency medical care when needed, support search and rescue operations with other rescue personnel, and

maintain security in unsafe areas following the aftermath of the storm.

*Bridgewater Police Department, New Jersey, a resident who was an organ transplant survivor and had pneumonia was without power and using a generator. The generator was extremely low on fuel and by reaching out to residents; local officers were aware of the need and able to arrange fuel for the individual.*

Often the impacts of a natural disaster will devastate infrastructure causing the loss of electricity and water, making communities unsafe for both traffic and pedestrians. In these situations, police officers depend on their day-to-day skills and can reroute traffic, close roadways, and identify new routes for emergency responders. These actions maintain safety for the survivors and enable the rest of the emergency management team to do their jobs and focus on the more vulnerable populations.

Following a disaster, officers in collaboration with other first responders perform health and welfare checks on residents and work with local organizations to direct survivors to locations where further assistance can be found. It is also important to remember that during a disaster, police have the same concerns as all survivors: Is my family safe and what's the impact on my property?

In order to fulfill their primary mission of public safety, members of the law enforcement community need to prepare their staff and be prepared themselves. It is difficult to be a first responder when you are torn between serving the needs of your community and the needs of your own family. In this profession, it is vital to make sure you have taken the necessary steps to protect your family so that you are able to support your community. It is critical to plan ahead and FEMA provides resources to help with this planning. Visit <http://www.ready.gov/> responder and take a look at FEMA's Ready Responder tool kit, which provides templates and information to help families and



**W. Craig Fugate,**  
*Administrator, Federal Emergency  
Management Agency*



departments develop their own organizational preparedness plans.

FEMA also has tools that can help with your response operations. The Incident Command System (ICS) is a standardized, on-scene, all-hazards incident management approach tool that allows for a common organizational structure, enables a coordinated response among various jurisdictions, and provides a common process for planning and managing resources. The system is often talked about as an organizational chart identifying the various components of planning, operations, logistics, and support. Primarily, the tool helps you to look at crises through a defined mission with goals and outcomes that everyone on the team understands, so everyone responding knows what they're going to do and everyone has accountability. This is where ICS can become an invaluable tool to law enforcement. In a disaster, we will perform the way we are trained and the way we operate every day. For more information on the ICS, please visit: <http://www.fema.gov/incident-command-system>.

Using an incident management system like ICS in your day-to-day operations creates the structure to minimize risks and provide accountability. When you have several people working on a crisis, it is critical that everyone knows where people are and who

is doing what. Engaging in the emergency management planning process early and often is important and law enforcement departments should have a more active role in emergency management planning. In certain jurisdictions, law enforcement encompasses emergency management, but in cases where they are separate, coordination and integration is critical. Knowing your local community's plan and who is in charge of maintaining it will keep you informed and provide accountability.

### Reviewing Your Emergency Plan

Critical questions to ask

- Who writes the plan?
- Where is the plan?
- Did you contribute to the roles?
- What are your responsibilities?

It is vital that each organization has input; if you do not have input, you do not have ownership. Your department may be tasked with requirements that detract from your primary mission or conflict with your resource allocations. In law enforcement, each group should identify how to apply and integrate

existing resources once you have achieved your primary mission: the safety and security of the community. Then, determine how to apply your capabilities to address other challenges presented by the disaster.

Emergency management is a team effort, and FEMA will continue to engage law enforcement and its other partners to build our national emergency management team. We rely on law enforcement every day to provide for the safety and security of our communities, and, during disasters, officers are the first on the scene to assist survivors. We appreciate our partnership with law enforcement and value your contributions as part of our Whole Community approach to disaster preparedness, response, and recovery. I thank the International Association of Chiefs of Police and each of its members for your commitment to maintaining safe and well-prepared communities across the United States. ♦



Cpl/1 Melissa Jaffe Delaware State Trooper | M.S. in Administration of Justice, 2005

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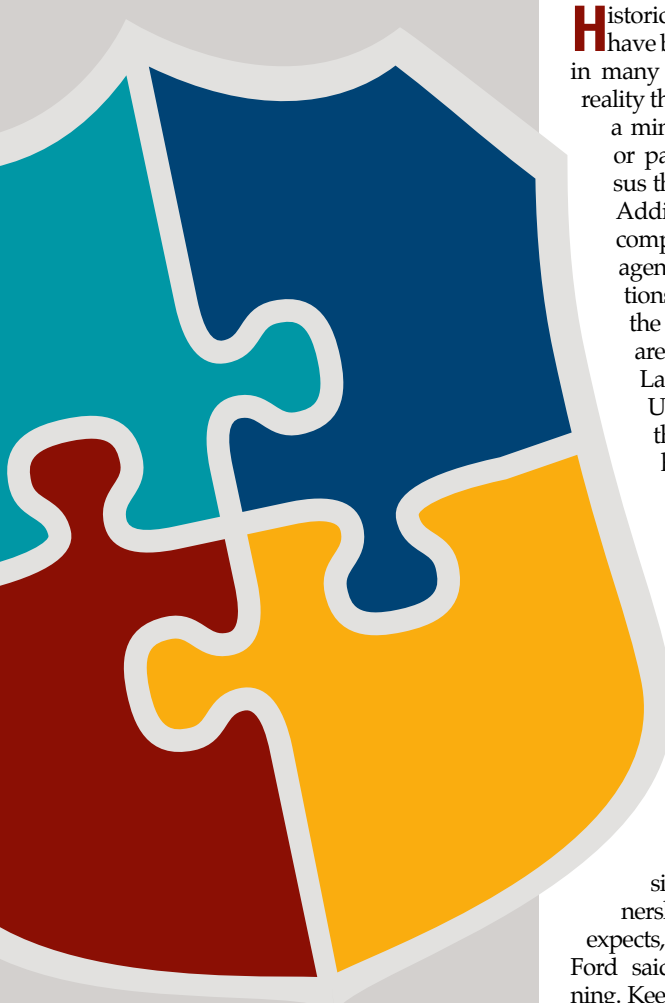
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# Law Enforcement Partnerships

## Now the Norm, Not the Exception



**H**istorically, law enforcement agencies have been segregated by jurisdiction and in many cases, attitudes. The unfortunate reality that existed in the police culture was a mind-set of city limits versus county or parish limits versus state lines versus the role of federal law enforcement. Additionally in many cases, internal compartmentalization occurred in agencies with a patrol versus investigations versus support mentality. Today the culture is evolving, and operations are now less defined by boundaries. Law enforcement agencies across the United States have begun to ignore the limitations of jurisdictions and have begun to adopt a philosophy of partnerships—not just partnerships based on promises but partnerships based on action.

Partnerships begin with establishing relationships with public safety peers not only in our communities but also beyond. Solidification of those relationships through communication, memorandums of understandings, and planning must occur. The value of these partnerships is seen during execution of missions in support of each other. Partnerships are not only what the public expects, it is what they demand. Henry Ford said, “Coming together is a beginning. Keeping together is progress. Working together is success.”

In today’s tough economic climate, law enforcement resources can be hard to come by including personnel, training, and equipment. These are the basic tenants of a successful police operation. As agencies struggle to do more with less, the most logical and economical solution is to seek partners and share resources. The Louisiana State Police (LSP) has done this on multiple levels. Partnerships have ensured the survival of the LSP and in the process has contributed to its success. But most importantly, partnering

ensures public safety for the citizens that the LSP serves.

As an agency, making partnerships is a pillar of LSP operations. The first official act the author carried out when appointed LSP Superintendent in 2008 was to meet face to face with every sheriff, police chief, and federal special agent in charge in Louisiana to better understand how the LSP could do a better job in pursuing common goals and supporting respective missions and operations. Astonishingly, some of the law enforcement chief executive officers who had 20, 30, 40 or more years of law enforcement experience in Louisiana had never spoken with—or in some cases ever seen—the LSP Superintendent. Collectively, a vow was made to change the jurisdictional culture in Louisiana and build real relationships in the spirit of public safety.

Partnerships must not stop at the state line. Whether faced with threats of terror, both foreign and domestic, or threats of natural disaster, these threats affect everyone. Crime and disaster know no boundaries. Facing unprecedented threats in an ever-changing world, law enforcement agencies must join forces if they are to succeed in effectively dealing with these challenges. An example is the relationship forged between the LSP and the Mississippi Highway Patrol (MHP). As two states that share many geographic, economic, political, and cultural similarities, it was natural to build a relationship to share resources in times of need. Perhaps the greatest natural threat to both states is during hurricane season. What has been learned through experience is that what happens in Louisiana affects Mississippi and vice versa. It is logical that Louisiana and Mississippi work together to effectively and efficiently protect the citizens of their respective states. As Louisiana set out to draft an evacuation plan for its citizens positioned in harm’s way, Mississippi was included in the process. Working together through regular communication, both states established memorandums of understanding that positioned Louisiana

By Mike Edmonson, Colonel,  
Superintendent, Louisiana  
State Police, General Chair,  
IACP Division of State and  
Provincial Police

and Mississippi ready to respond to hurricane threats and subsequent evacuations. This relationship goes beyond telephone communication for situational awareness during an event. The MHP agreed to embed an MHP trooper in the LSP Emergency Operation Center, which ensures seamless communication of information between decision makers in both states. One need to look no further than Hurricane Gustav to see the results of this relationship—when Louisiana, with Mississippi's assistance, successfully evacuated more than a million people from South Louisiana as the hurricane approached its coastline. The Hurricane Gustav/Ike evacuation is considered the largest evacuation in the history of Louisiana. Communication and planning contributed to a successful execution.

The value of law enforcement partnerships has been evident far beyond the state line and Louisiana's neighboring states. In late October of last year, Hurricane Sandy made landfall in New Jersey delivering a devastating blow to the Garden State. Although much of the northeast U.S. coastline felt the effects of Sandy, the Jersey shore received a disproportionate share of the damage. Sandy's hurricane force winds and storm surge left the Jersey shore crippled with damaged infrastructure—including dwellings, roadways, and power and water systems. As New Jersey officials reached out across the United States for assistance, two of the agencies to initially heed the call were the state police from Louisiana and Mississippi. Not that long ago, Louisiana and Mississippi suffered the devastating effects of Hurricanes Katrina and Rita, and the New Jersey State Police was one of the first agencies to deploy resources to the Louisiana and Mississippi region. Although Katrina and Rita were more than seven years ago, the memories of New Jersey state troopers patrolling the Gulf Coast still resonate with public safety personnel and citizens. After Sandy, it was not just an opportunity to assist but a duty to repay the service of New Jersey public safety officials by immediately deploying resources to the Jersey shore. Over 300 Louisiana state troopers volunteered for a 25-person, 30-day deployment.

The primary mission was to support New Jersey law enforcement in maintaining order, protecting life and property, and promoting recovery. However, the deployed troopers quickly found their mission to be much greater than simply providing security. Their mission became one of providing counsel and hope. Most of the deployed troopers had experience dealing with the aftermath of hurricanes, having lived and worked through Katrina and Rita. Some of them had been personally affected by Katrina and Rita. Many had to evacuate their families, and many also lost their personal property during the storms. The Loui-

siana troopers spent time visiting with New Jersey public safety officials and citizens hit hardest by Sandy and recognized that familiar look of despair on their faces. It was the same look of despair citizens had experienced after Katrina and Rita. Giving people hope that their homes, their communities, and their lives would eventually return to normal became the mission—beyond safety and security.

Partnerships are the key to success in law enforcement. When law enforcement executives establish relationships, communicate, plan, and execute plans properly, the citizens win. The public does not care about the color

of the uniforms or the shape of the badges. They want to know only that there will be a response when they need assistance. It is part of the law enforcement oath and obligation. As law enforcement continues to build upon these professional relationships, it will directly contribute to safer communities. So whether it is a first meeting with a newly elected sheriff, planning for the evacuation of the Gulf Coast or executing a security mission in the Northeast, partnerships must be a priority. The public expects nothing less. ♦

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# Law Enforcement's Response to Natural Disasters

**H**urricane Sandy devastated communities throughout New Jersey, with much of the most devastating destruction occurring in coastal communities. In Ocean County alone, 40,000 buildings were damaged by the storm's winds and floodwaters, and the county suffered nearly half the damage recorded throughout New Jersey, according to the Federal Emergency Management Agency.

The local law enforcement response from agencies throughout the state to this natural disaster and its aftereffects was nothing short of heroic. While it is not possible to recount all of their stories, a few examples of their efforts, and the collective efforts of local law enforcement leaders through the agency of their State Police Chiefs Association, will give just a small but representative example of the work done to safeguard the public by local law enforcement during this unprecedented event in New Jersey.

## Little Egg Harbor Township

*Richard Buzby, Chief, Little Egg Harbor, New Jersey, Police Department*

**L**ittle Egg Harbor (LEH) is a bayfront community that connects with the Atlantic Ocean in the Little Egg Harbor Inlet. Not since the famous March Storm of 1962 had this area suffered anything like what was to come in 2011 and 2012. Hurricane Irene made landfall in the township in 2011 but was, in many ways, as counter-productive

in the response experience aspect as it was otherwise. For example, the mandatory evacuations directions were heeded by most, but in the end were basically not necessary for the "flop" the event turned out to be. In some ways, however, adverse aspects of that event turned out to have a beneficial effect on our preparedness for Sandy. For example, we considered the response by the American Red Cross (ARC) to Irene substandard, but, in the interim between then and Hurricane Sandy, we had substantial interaction with them, and this interaction

turned out to be very positive in preparing for, and responding to, Sandy. The lack of effective communications also became quite evident during Irene, and a fledgling local attempt to use social media in emergencies was born.

## Lead-up to the Event

As we on the East Coast anxiously followed the well-documented lead-up to the arrival of Sandy, landfall somewhere in our area became a certainty, and preparations began—slowly at first and then in a hurried manner. Having learned from Irene, we had all response organizations prepare readiness TO&Es (tables of organization and equipment) for those organizations. Thursday of that week, ARC shelter supplies began to flow in, which allowed us to stand up shelter operations by Sunday afternoon. Our personnel were directed to get plenty of sleep and to arrange their affairs so that they would be available as the event developed.

## The Evacuation

Our area is interspersed with highlands and lowlands, so we have learned by experience that evacuation orders are difficult to construct to address the needs intended. By October 27, 2012, we were conducting voluntary evacuations of waterfront areas and directing residents to relocate moveable assets to higher ground. Since we were very conscious of the ramifications of sheltering huge numbers of evacuees, all of the evacuation orders directed people to seek shelter with friends and family inland when possible. By October 28, all likely storm tracks put us directly in Sandy's path, and we issued mandatory evacuation orders for all waterfronts, and voluntary orders for a much larger section. Our shelter had been opened the prior evening, and it was apparent, due to the early indicators, that we would be hosting a relatively large number of residents. Calls for additional assets were constant due to perceived need and the local emergency operating center and emergency resources were stood up and, by then, were on a 24-hour a day and 7-day a week basis. By that evening, all low-lying areas were directed to mandatorily evacuate by 6:00 a.m. on October 29.

Solutions to communication problems experienced in Irene helped us greatly in our response to Sandy. We had learned to make more effective use of social media, including several Internet websites, the Nixle system, and other systems such as Global Connect through our school districts. All in all, we sent out much more than 50 communications involving storm preparation, response and remediation. We also took advantage of the local TV network under the control of one of our school systems, and even used temporary digital sign trailers to get out these critical messages during that period.

Our community responded very favorably to all of these measures. We have had a steady stream of complimentary statements due to these improvements.

By the early hours of October 29, it was apparent to me that there were a large number of residents who absolutely intended to shelter in place. This large number, I believe, was due to the mandatory evacuation/non-event that Irene had turned out to be. It was equally apparent that, with the magnitude of this event, these people faced extreme danger if they remained in place. Although we had fire trucks and police cars using loud speakers in all evacuation areas, I immediately put in urgent calls for all support that could be mustered for a larger door-to-door effort. Ocean County authorities sent us a very large contingent of Prosecutor's and Sheriff's Office personnel, and we formed into teams of four and reached virtually all areas of concern, working into the evening until the flood had risen to the point where even the largest vehicles could not function and people were literally being swept off their feet by the frigid waters and by the raging storm conditions.

The decision to wage these efforts long after conditions became marginal was difficult but, I strongly believe, correct. There is no question, having seen what I did after this, that hundreds of additional people were saved by staying in this fight as long as we did. In the end our people were reduced to requesting that residents who refused the order write their social security numbers on their arms in indelible ink, so that their bodies could be identified in the event of their death. This sobering thought alone convinced many to comply with the evacuation order.

### **The Agonizing Decision**

On October 28, we had a meeting with the leadership of all local emergency response assets. As in Irene, I told them that the situation was one of the most dire that we had ever faced and that at some point a decision may have to be made that could cost some people who had refused the order to evacuate their lives. That decision was, simply put, when was the value of continued emergency responses outweighed by the danger to the first responders and others. I told them that I would fully consult with their leaders about this critical issue, but in the end the decision would be mine alone. The gravity of this situation had been somewhat lost on me in Hurricane Irene, because it, fortunately, never came to pass in that event. Such would not be the case in Sandy. As first responders, we are conditioned that we go no matter what the circumstances. Although we were all admonished by the "tombstone courage" doctrine during our training this remains a collective mind-set that has killed many

of our colleagues, and constantly threatens to kill still more. We need look only at the selfless actions of those many heroes of the 9/11 attacks to realize we would have done exactly the same had we been in the same situation.

As conditions deteriorated further on October 29, response functions became rapidly untenable. For example, several homes on one street caught fire, one igniting the other in succession. Our firefighters, at first, valiantly attempted to suppress these using portable pumps out of small boats. The fruitlessness and danger of this effort soon became apparent, and they had to abandon it. The problems encountered in the evacuation were outlined further, and, as the evening progressed, I was forced to eventually stop all response in the areas most affected. Predictably, requests for emergency assistance continued to come from the now panicked non-evacuees, and, for a time, I could not allow our first responders to go. We all wanted to, but seeing the by-now raging storm surge waters blocking these streets, I simply could not allow it. This had a devastating effect on us all, and some people emotionally collapsed and had to be relieved.

### **Sheltering**

Assets had been marshaled at the shelter for four days prior to opening. The ARC, on this occasion, sent very competent people, and, for the most part, there were enough of them. What we did not have, we made up for by using our own highly trained Civilian Emergency Response Team (CERT) members and a very dedicated staff of local volunteers. We were, again, ably assisted with security concerns by the men and women of the Ocean County Sheriff's Department, and the facility itself was superbly cleaned and maintained by the staff of the Pinelands Regional School District. Their warehouse became our warehouse and the resupply efforts went very well. Significant donations of goods were made by one of our local markets, which had lost power, and in another part of town another became a fuel depot for our local fire companies, when their regular source became inundated. Our local supermarket and many local stores and restaurants also contributed greatly during this period of local scarcity, further helping with feeding the population of not only the shelter, but local now indigent people as well.

At its peak our shelter housed almost 800 evacuees. This facility operated in two locations for over a month; many residents traveling to their destroyed homes in the daytime and sheltering there at night. Many challenges and issues (such as crime, conflict, and the fear of a situation almost beyond the human experience) were encountered, but each was overcome in turn through a magnificent collaborative effort and the sheer grit of the people helping.

### **Return to the Front**

The hours that we could not respond in the affected areas seemed endless to us. My thoughts returned, again and again, to those in need of our help. I repeatedly checked on readiness of assets and the conditions there. At about 2:40 a.m. on October 30, it appeared that the waters had dropped somewhat and the fury of the storm had abated to some extent. I asked my public works superintendent if he thought that we could make it to the victims in high-wheeled loaders. He said that it was iffy, but yes, we might. I ordered that these vehicles, along with two 5 ton trucks and crews that had recently arrived from the NJ National Guard, proceed to embarkation points at the head of the floodwaters.

As much as we wanted to return to action, an odd thing happened at that point. I looked up into the faces of the rescuers on these huge vehicles and it occurred to me that I may well be sending those brave souls to their deaths. It is one thing to risk your own safety, but quite another to send others into a danger so manifest. As willing as they were to go, I thought of having to tell their families that my decision had killed their spouse, mother, or dad. Conditions were still less than marginal, and I believe that this is the moment that one feels the most isolated as a leader. I, frankly, briefly prayed for wisdom, and, as I looked up, I saw a very faint light flashing about a mile away over the floodwaters. My third-generation police gut then took over and off we went.

We immediately secured the flashlight victim, who was minutes away from death from hypothermia. He had ventured out into the storm to get help for his handicapped brother trapped in a nearby house. Both fortunately survived, and I was pleased to later meet with them, safe and sound in our shelter. Dozens of other victims were similarly rescued, each having their own harrowing tale of survival. We were particularly gratified that no serious injuries of first responders were noted as a result of these Herculean efforts.

We worked all through the night and, as dawn broke, we stood in a bayfront area that looked like a scene from the apocalypse. I was glad at that point most victims were not able to see what we were seeing, as we knew then that we needed to prepare those people to face what remained. We did not know it then, but some 4,000 homes, nearly half of those in Little Egg Harbor, had been damaged by floodwaters.

### **The Aftermath**

Victims were quite understandably desperate for information. They were also more than anxious to return to their homes so they could survey the damage and start the insurance claims process. Here was one of those times where the balance between



public safety and justifiable personal interest come into conflict. As it were, we allowed victims to return to the less affected areas much sooner than some other areas. I cannot say that keeping victims out of danger was without continuous difficulty or conflict. A rational, neighborhood-by-neighborhood evaluation seemed to work best for us. Some areas were clearly so compromised, and so dangerous, that we were forced to keep those closed for extended periods because of the danger and adverse effect on clearing operations that the presence of victims would cause.

The nature and amount of storm debris was incalculable. Homes were in lagoons; boats, sheds and vehicles in streets; trees, poles, and utility lines everywhere; and situations too bizarre to describe. We worked with our public works to begin the clearing process. Our superintendent was very proactive and had contracts in place and equipment staged to begin quickly. More than 425 tons per day were hauled during peak periods and, as soon as we began, it was apparent that hauling all the debris immediately to the final depository was untenable and the search for a solution began.

As bad as all the other issues appeared it soon occurred to us that perhaps the greatest danger we faced was a lack of hope. Victims literally were walking around their areas with a vacant, distant look on their faces that resembled those of war evacuees. As hard as it was for us (many were also victims of Sandy), we talked about this apathy and decided that we had to appear confident that better times were coming. This is more difficult than it seems. I had a number of conversations with my colleagues in other towns who were having similar problems, and we all realized that the worst thing we could do, as leaders, was to let the folks we were responsible for see us crack. That placed a tremendous onus on us that I don't know yet if we have fully recovered from.

I must say that it is my sincere belief that no leader has ever had a more diverse, gritty, tenacious, brave, and talented collective organization so uniquely fitted for such a task at such a time. No one person should take credit for such a thing, but merely bow his or her head and thank God for always being in the right place at the right time.

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## Brick Township

*Nils R. Bergquist, Chief, Brick Township,  
New Jersey, Police Department*

In addition to having the honor of being Chief of the Brick Township Police Department, I also serve as the municipal Emergency Management Coordinator. Our response to Hurricane Sandy started sev-

eral years ago with the drills and exercises we have conducted in conjunction with the police department, the fire service, and our paid and volunteer EMS.

Most notable was Operation Surf's Up, conducted 14 months prior to Sandy. This was a large-scale exercise that included the New Jersey statewide Emergency Medical Service Task Force, and the MCRU (Mass Causality Response Unit), a \$300,000 vehicle procured through a grant. Operation Surf's Up also involved the Ocean Medical Center and approximately 50 volunteers, with the New Jersey National Guard utilizing two Black Hawk Helicopters simulating evacuations from hospitals that were overcapacity as a result of a Category Five Hurricane hitting the Ocean and Monmouth Counties vicinity. During that drill, we table topped our Emergency Operation Center operations as well as the interactions with a wide variety of emergency response agencies.

As Sandy approached, we opened our Emergency Operation Center on Sunday night, hours before the storm hit on October 30. We had pulled our resources off the barrier island the afternoon of October 29—the weather conditions had deteriorated to the point that it was not safe to stay. Prior to leaving, our personnel went door to door, hitting every residence on the island, and identified approximately 20 people who were staying behind. When we marched in there on Wednesday, we found out that in fact there were more than 60 people who had stayed behind.

We had learned several years ago during one of our major snow storms to decentralize our resources. Putting those hard learned lessons to work during Sandy, we set up four task forces—one at each of the four firehouses in our township. Each task force consisted of a police component; an EMS component (either paid or volunteer); a fire component (all volunteer); and a Department of Public Works (DPW) component, which, in this case, consisted of a dump truck, a trailer with a loader or backhoe on it, manpower, chain saws, and hand tools. These teams were dispatched to calls as a unified task force, with the DPW component going out with the emergency responders to clear roadways using chains saws or the backhoes. Also, by utilizing unified command in the incident command system, each task force could operate autonomously if they lost communications with the incident commander who was stationed at the front desk at police headquarters.

The Emergency Operations Center (EOC) was also situated in the Township Municipal Building in a large conference room. In addition to police and emergency management, the Municipal Utilities Authority was represented around the clock, as was the DPW. The Purchasing Department served as our logistic section. The Board of Education was

represented most of the time, because we were utilizing their facilities for shelter, as well as their buses for transportation. The shelter and evacuation annex was staffed by police personnel during the entire operation.

We disseminated information before, during, and for months after the storm through different social media outlets, as well as the traditional media outlets.

Additionally, we established a call center for informational purposes only. The call center was staffed around the clock with non-police personnel (mostly from the Tax Office and Recreation Department), who really went above and beyond. Most of them were working well outside of their comfort zones, never having had to deal with these types of problems on the phone. Predictably the number of calls we had were nearly overwhelming at times.

During the first 36 hours of the storm, no one went home. Police and civilian personnel slept in either one of the firehouses or in the departments training room when relieved during that time. We went from call to call to call. Ten days in we had dealt with approximately 1,300 fire calls. When we finally started rotating some people out to get some rest - and started getting into a management routine, the National Guard arrived. At one point we had 200 National Guard troops in town. These troops greatly helped us do our job, assisting with everything from initially helping with search and rescue to staffing the evacuation centers, and, then later, to manning entry control points to all of the effected neighborhoods.

We also utilized our Community Emergency Response Team, and they did everything during the storm from helping to answer the phones and feeding the troops and our personnel to distributing water and ice and other supplies to our residents in the days following the storm.

As the storm raged, flooding prevented us from getting out to our barrier island. One hundred seven homes burned down on the island. We tried getting teams out to the island, but substantial flooding made it impossible to get there. We became aware that there were many rumors spreading throughout the community, which we spent a significant amount of time quelling. At one point we received a call from the Regional Operations and Intelligence Center asking if we in fact had 31 bodies floating in the Barnegat Bay. Fortunately this was not remotely true. We did however have one fatality during the storm a 56-year-old male drowned in his home that was flooded with more than four feet of water.

Trying to get some situational awareness on the barrier island was difficult. We had trouble finding a helicopter to get up and send us back video. We went outside of channels and made direct contact with Station Delaware Bay (United States



Coast Guard), and they diverted one of their helicopters over our area and sent us some video just before sunset, which gave us an idea of what we were dealing with on the island.

We were not able to make it onto the island until daybreak Wednesday morning. Throughout the day and into Thursday the only way to get around on the island was on foot or by off-road four-wheel drive quads. This was the case until the state Department of Transportation came in and did a wonderful job cleaning up the streets, as did the DPW, which enabled us to get our infrastructure back up and running.

The damage, destruction and danger were not confined to the island. On the mainland, Brick Township has 52 miles of waterfront property, the most in New Jersey. Approximately 10,000 of those residences were affected by flooding in one way or another.

On the mainland we encountered boats, debris, and houses swept over from the barrier island throughout our neighborhoods, which made it very difficult to handle calls or to even get around town. We immediately set up entry control points at all of those neighborhoods to prevent looting. I'm glad to say we were successful in safeguarding our residents' property in the aftermath of the storm. Looking at our property crimes in the two weeks before the storm and the two weeks following the storm, we found that there was substantially less property crime after the storm than there was in the two weeks prior. Only one incident occurred in that two- to three-week period.

Immediately after the storm, the New Jersey Emergency Medical Task Force set up facilities in a parking lot directly adjacent to the Ocean Medical Center. This was the same parking lot that they utilized during Operation Surf's Up. In fact, the tent pegs that they used for the tents went into the same holes that they used 14 months earlier during the drill.

In addition to significant and extended power outages, one of the major issues we confronted involved major traffic jams and associated traffic problems. We tried blocking intersections with cones, tape and movable barricades, none of which proved successful; people would simply move them and leave the barricades in the middle of the highway. So, at some of the less important intersections, we put school buses in between the Jersey Barriers to channel the traffic to another intersection.

Fortunately we were able to find a partial solution, with the assistance of one of our National Guard troops, an electrician in civilian life. We managed to get generators by way of the Regional Operations and Intelligence Center, and the guardsman/electrician went out with about 15 generators, opened up the traffic control boxes at

key intersections, hooked up the generators to those traffic lights, and we then set up a fuel schedule. For the next two weeks the National Guard managed those generators, keeping the traffic lights operational, and the intersections up and running.

We had declared a local state of emergency prior to the storm with a mandatory evacuation of the barrier island and a recommendation to evacuate inland coastal areas. After the storm, we quickly enhanced the local State of Emergency to keep the island off-limits for nearly a week, until we were able to make it safe for people to return. At first, we escorted representatives from each neighborhood, and then later we brought people out street by street in buses and allowed them to go in and out of their houses to secure their valuables and to make as many trips during that day on the bus as possible. We had grief counselors on all of the buses and the truck on the first trip. The local VFW post suspended all of their normal operations, and we used that site as a forward operating post for all of the repopulation efforts. Then, eventually, we slowly lifted the restrictions to allow people back on the island as the infrastructure came back on line. The storm had caused all water, natural gas, sewer, and electrical services to be completely disrupted.

As of this writing, we still have a local State of Emergency in effect, prohibiting

people who are not residents or contractors from being on the side streets of the island. No access to the beach is allowed to prevent looting. A curfew from 1900 to 0500 is in effect, and we have New Jersey State Police troopers supplementing our patrols out there as well.

## Hurricane Sandy, New Jersey's Cop 2 Cop and the New Jersey State Association of Chiefs of Police

*Cherie Castellano CSW LPC AAETS,  
Program Director, Cop 2 Cop*

**C**op 2 Cop is the first program of its kind in the country, enacted into law to focus on suicide prevention and mental health support for law enforcement officers. After a series of police suicides (1996-1998), community leaders in New Jersey believed that law enforcement professionals needed a confidential, safe outlet where they could talk to peers who could understand, offer support, and not be judgmental. In 1999, a bill was signed into law creating the Cop 2 Cop program. The hotline began accepting calls in November 2000. Cop 2 Cop is a program

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funded through an appropriation from the Attorney General's Office to our New Jersey Division of Human Services annually.

After over a decade of service and over 30,000 contacts, Cop 2 Cop has been identified as a national best practice in peer support by the Department of Defense's Centers of Excellence. Cop 2 Cop is the confidential hotline for New Jersey Law Enforcement Officers offering 24-hour/7-day a week help from colleagues who understand and can offer support to handle their immediate needs. The Cop 2 Cop hotline, 1-866-COP-2-COP, is staffed by Cop 2 Cop peer counselors who are retired officers, some who are licensed clinicians, and specially trained Mental Health professionals offering Cop 2 Cop peer support, telephone assessments, referrals to a police network of providers, and critical incident stress management services. It has been identified as a model for over a dozen programs such as Vet 2 Vet, Mom 2 Mom, and even a national military peer helpline entitled Vets4Warriors serving the entire U.S. military.

Manmade disasters and natural disasters have different kinds of traumatic impact on police officers in rescue and recovery roles. With a manmade or terrorist disaster like 9/11, although the devastation was unimaginable, it was in a targeted location and had a group of terrorists to direct anger towards. In a natural disaster, Mother Nature, or the ignorant civilian who refused to evacuate and is now forcing you as an officer to risk your life and theirs, is the problem along with the potential of widespread destruction, perhaps even reaching your safe haven, your home.

Hurricane Katrina had a tremendous impact on the New Orleans Police Department (NOPD) several years ago. After the storm, New Orleans lost two officers to suicide and the Southern Law Enforcement Foundation asked our Cop 2 Cop team to respond for support. After our experience from supporting officers involved in the events of 9/11, we believed Cop 2 Cop could handle any disaster response. We were wrong.

In New Orleans, we found officers who had lost their homes, had injury and harm within their own families, and remained at their posts rescuing others. The media never covered the stories of officers who suffered from dehydration while manning boats with bottled water because they chose not to take a sip of water that could be offered to a civilian in need. Those officers were heroic, and the storm brought out the best in them. Unfortunately, what we learned after several years from a study done by the CDC (Centers for Disease Control) after they examined symptoms of PTSD (post traumatic stress disorder) and related disorders among the NOPD who were involved in the rescue and

recovery is that, of the 912 officers surveyed, almost 45 percent reported symptoms associated with PTSD or depression. Risk factors include recovery of bodies, crowd control, assault, and injury to family members. Depressive symptoms were associated with rare family contact, uninhabitable homes, isolation from other officers in the NOPD, assault, and injury to a family member. The conclusion was that police personnel reported symptoms of PTSD and depression associated with work-related and personal factors following Hurricane Katrina.

### Hurricane Sandy

When Hurricane Sandy hit, we were fortunate to have experts in disaster and terrorism leading the state's mental health support (NJDRCC) who activated a specialized team to ensure special at-risk groups, such as police officers, could get immediate access to support. After our response to both the events of 9/11 and Hurricane Katrina, we had developed legislated Disaster Mental Health Plans and SOPs (standard operating procedures) to use our lessons learned. A new helpline, a Hurricane Sandy support line called For You New Jersey First for first responders (1-866 4UN-J1ST) went live within 24 hours of the event. In addition to our Cop 2 Cop staff, the New Jersey State Police deployed a disaster response team, which included Cop 2 Cop peers, to the most impacted areas.

A pivotal shift in connecting this immediate access and focused care to our first responders post-Hurricane Sandy is found in the leadership of our law enforcement, specifically, our New Jersey chiefs of police. The New Jersey Association of Chiefs of Police invited our team immediately after the storm to share our new program at the statewide chiefs meeting and disseminated our material to ensure over 50,000 law enforcement professionals could have access to this service. Our New Jersey First team presented the programs and met with chiefs to discuss their needs following the presentation. One chief was highlighted in our presentation as he set the tone for crisis leadership and is indicative of the excellence in service in the Garden State.

That is where this story really begins with one chief and the Point Pleasant Beach Police Department. Focused on their rescue and recovery efforts, they faced a challenge of a mandatory in-service training block within a week after the storm. When the NJDCISR team visited their department to offer help, Lieutenant Joseph Michigan and Chief Kevin O'Hara suggested a block of time be changed to brief officers about the potential challenges they may experience related to Hurricane Sandy. Timing and good fortune allowed a group from Cop 2 Cop a chance to get a firsthand look at the Point Pleasant Beach Police Department, a

small department that was always looking to lend a hand to others in need.

The briefing and support was well received by the officers. In describing the department reaction, Lieutenant Michigan explained "We really got hit hard, but I think our response was proactive." The chief was enthusiastic about providing ongoing support to his officers. The department is a mix of young officers and veteran officers. Lieutenant Michigan believed it was beneficial for everyone to hear each other's reactions to what they saw and did during the response to Sandy. "These 'kids' experienced a tragedy that they had never seen before and hopefully never will again." When asked about his personal resilience he replied jokingly "I just go with the flow. You can't do anything about some things." But he and his chief recognize that you can do what they and their fellow officers did, which was use their resilience to guide their response and enlist immediate support.

In 13 major event responses and more than 50 visits to impacted area first responder agencies, Cop 2 Cop has had more than 440 contacts since beginning this project (funded through the New Jersey Division of Mental Health Disaster branch with a FEMA grant) for first responders. The New Jersey First program culminated in May 2013 with a transition of requests beyond that date being managed as part of the everyday work at Cop 2 Cop.

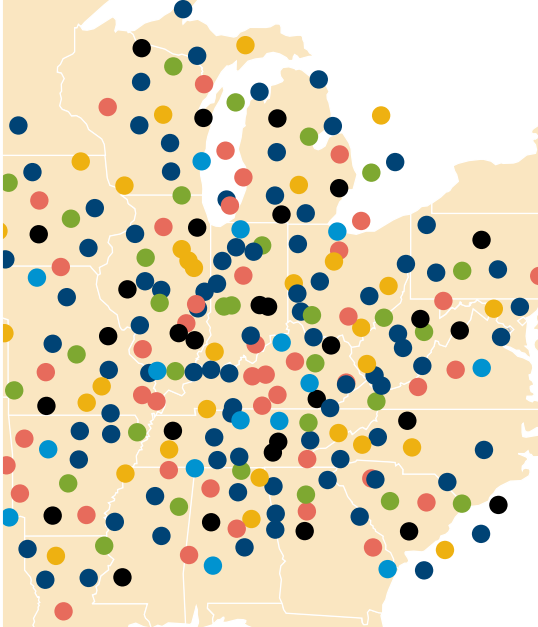
Hurricane Sandy and the impact on the New Jersey law enforcement community has not yet blown over. The impact of Sandy may be still felt a year away. However, in some small town, with another community in crisis, a New Jersey police officer will be quietly doing what he or she can to help, and surprising those who don't know how heroic New Jersey's law enforcement professionals truly are. And when Cop 2 Cop needs assistance in getting connected to those who most need us, we know we can rely on New Jersey's chiefs of police, and the New Jersey State Association of Chiefs of Police, to help us to lend a hand. ♦

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# U.S. Census Bureau's American Community Survey: A Detailed Portrait of America's People and Places

Throughout the year and across the United States, randomly selected households are receiving an official U.S. Census Bureau survey form. But since it is not a census year, many people are certain that the questionnaire is yet another scam sweeping the community. The fear rises when a Census Bureau representative calls or shows up at the door asking a lot of questions.

Yes, the Census Bureau conducts a full enumeration of the population once every 10 years—just as the U.S. Constitution requires. However, a survey occurs every month throughout the decade that asks a range of questions about population and housing throughout the United States and Puerto Rico. Known as the American Community Survey (and its companion, the Puerto Rico Community Survey), it is the largest U.S. household survey. It is sent to street addresses rather than specific individuals and includes group living situations—such as military barracks, college dormitories, nursing homes, and prisons—as well as individual homes. Just like the 10-year census, **responding to the survey is required by law.**

Because the American Community Survey is an address-based survey, the Census Bureau does not send informational materials or the actual survey form to post office boxes. A recently implemented online option provides another convenient and secure alternative for households to respond. Residents in some U.S. rural communities, Puerto Rico, and group homes are not able to participate online at this time.

Despite its nearly decade-long existence as a replacement for the previous “long form” questionnaire that went to a sample of addresses in previous censuses, the American Community Survey remains for some a cause for concern and skepticism. The Internet option, for instance, has heightened both awareness and, in some instances, fears. The Census Bureau is committed to ensuring that law enforcement officials and the communities they serve are aware of why

the survey is being conducted; how the statistics are used; what the procedures are for conducting the survey; and, most important, how the information residents provide is kept safe and confidential.

The survey is sent to more than 3.5 million housing unit addresses on a rotating basis throughout the year. The information that the Census Bureau collects helps state and local leaders make decisions about programs and investments, such as new highways, schools, hospitals, job training, community centers, and emergency services. The American Community Survey not only provides the most detailed statistical portrait of America's people and places, but also remains a legitimate, updated version of information that was collected during the first U.S. census in 1790.

It is true that Title 13 authorizes fines upon prosecution of failure to participate or deliberate false reports. While the fine for not completing the survey is not more than \$5,000, participation should be encouraged rather than emphasizing the fine.

Census Bureau employees take an oath for life to protect the information respondents provide and are subject to imprisonment and up to a \$250,000 fine if they violate that oath.

Residents selected to participate receive a letter in the mail, which includes information on how to answer the survey online. The Census Bureau's standard follow-up procedures for residents who choose not to answer online or by mail include telephone calls and personal visits from field representatives.

The Census Bureau's website ([www.census.gov/acs](http://www.census.gov/acs)) houses several resources to assist with answering questions about the American Community Survey:

- Fact sheets explain the history of each question and why the question is asked.
- Frequently asked questions are presented as well as their answers.
- A handbook for state and local officials to explain survey details and access the

resulting statistics is available.

- Sample copies of all of the pre-notices, follow-up materials, and the full questionnaire are presented.
- Videos on how to respond online and how survey statistics are used can be accessed.

In addition, anyone may contact the Census Bureau and ask questions or submit them in writing.

## Customer Services Center:

**1-800-923-8282**

[acso.communications.list@census.gov](mailto:acso.communications.list@census.gov)

The Census Bureau also maintains six regional offices:

Atlanta: 1-800-424-6974 (serving Alabama, Florida, Georgia, Louisiana, Mississippi, North Carolina and South Carolina)

Chicago: 1-800-865-6384 (serving Arkansas, Illinois, Indiana, Iowa, Michigan, Minnesota, Missouri and Wisconsin)

Denver: 1-800-852-6159 (serving Arizona, Colorado, Kansas, Montana, Nebraska, New Mexico, North Dakota, South Dakota, Oklahoma, Texas, Utah and Wyoming)

Los Angeles: 1-800-992-3530 (serving Alaska, California, Hawaii, Idaho, Nevada, Oregon and Washington)

New York: 1-800-991-2520 (serving Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Rhode Island, Vermont and Puerto Rico)

Philadelphia: 1-800-262-4236 (serving Delaware, District of Columbia, Kentucky, Maryland, Ohio, Pennsylvania, Tennessee, Virginia and West Virginia)

For more information about the American Community Survey or other U.S. Census Bureau operations, contact the agency's Office of Congressional and Intergovernmental Affairs at 301-763-6100. ♦





# Environmental and Natural Resource Crimes

## The Hidden Threat to Public Safety, Natural Resources and the Environment

By Edmund F. McGarrell, Director and Professor, School of Criminal Justice, Michigan State University, East Lansing, Michigan, Member, IACP Research Advisory Committee, and IACP Environmental Crimes Committee; and Natalie Kroovand Hipple, Research Specialist and Coordinator of Online Programs, School of Criminal Justice, Michigan State University, East Lansing, Michigan, and IACP Associate Member

**C**rimes involving the environment and natural resources typically are not on the radar of local police officials. Yet, closer examination reveals that these often hidden crimes also pose serious threats to human health, quality of life, and the economy.

Someone poisoning a family member would draw law enforcement investigatory attention. Yet, when a construction company illegally and improperly removes asbestos from a building renovation, thereby poisoning the workers and putting at risk the general public, this act most likely would not

come to the attention of local law enforcement officials. A shoplifting ring stealing goods valued at \$200,000 would quickly warrant local law enforcement investigation. Yet, an importer of wildlife parts valued at this amount—or much more, and, thereby directly contributing to the loss of an endangered species—rarely has been the focus of local law enforcement. Environmental and natural resource criminals create direct harm and long-term risks and deserve notice (much like perpetrators of other types of criminal and harmful acts).

This article provides information and context about the nature of these crimes and the role of law enforcement in preventing and responding to them.<sup>1</sup> Given the very nature of these crimes and their low level of detection, these cases clearly represent the proverbial tip-of-the-iceberg in terms of the true extent of these cases. Interpol's Environmental Crime Committee, non-governmental organizations, and researchers have documented the involvement of transnational criminal organizations in environmental crime due to the lucrative profits and low risks. The same criminal networks that move people, drugs, and guns across borders, increasingly are involved in moving hazardous waste and endangered animal parts across the same borders. Local law enforcement officers are most likely to encounter people involved in these criminal networks. Of the 239 cases reviewed for this article, state or local law enforcement provided assistance in 105 cases (43.9 percent). And, in many of these cases, multiple local agencies assisted with the investigation. Local, state, and tribal law enforcement agencies represent crucial "nodes" in the overall enforcement network necessary for prevention and control strategies to minimize harm to humans, the environment, and for enhancing the quality of life.

### The Nature of Environmental and Natural Resource Crimes

A large range of offenses, and risks, are encompassed by the terms environmental and natural resource crimes. A common breakdown, utilized by the Environmental Crimes Committee of the International Association of Chiefs of Police as well as Interpol's Environmental Crime Committee, is the distinction between pollution crime and wildlife crime. As the name implies, pollution crime involves the discharge of a toxic or potentially harmful substance, beyond legally allowed levels, producing an adverse effect on human health or the environment. Interpol defines wildlife crime as the "illegal exploitation of the world's wild flora and fauna."<sup>2</sup> If wildlife crime is restricted to fauna (animals), a third category of natural resource crime can be utilized to capture offenses such as illegal logging or the illegal taking of endangered plant species.

### Types

**Pollution Crimes**—Pollution crimes involve a wide variety of illegal acts that violate laws intended to protect the nation's air and water. These include violations of the Clean Air Act (CAA); Clean Water Act (CWA); and Resource Conservation and Recovery Act (RCRA), as well as similar state and local laws. They can also involve related violations such as false documents and conspiracy associated with acts to hide the underlying pollution crime. A broad

range of these offenses exists. Some are characterized by offenses that may have a minimal impact on human health or the environment in a single instance, for example, falsely certifying an individual motor vehicle as meeting exhaust standards, but have large cumulative impacts when thousands of vehicles are falsely certified and thus allowed to pollute the air. Others are more rare events but with high impact, such as the Exxon *Valdez* oil spill.

As table 1 reveals, pollution crimes represented the largest category of environmental crimes prosecuted in the federal courts during 2011. Over half the total cases involved pollution crimes with atmospheric and aquatic pollution involving CAA and CWA violations being the most common.

**Table 1: Classification of Environmental and Natural Resource Crimes in the Federal Court System, 2011**

Offense Type	Frequency	Percent
Pollution	125	52.3
Wildlife	96	40.2
Plant	5	2.1
Mixed	2	0.8
Other	11	4.6
<b>Total</b>	<b>239</b>	<b>100</b>

One significant source of CAA violations with particular impact at the local level relates to contractors and inspectors violating laws governing asbestos and lead removal. Many of these cases involved companies that would supposedly properly handle and dispose of these carcinogenic substances but who would save costs by ignoring the risks and disposing of the substances as if no toxics were involved. For example, a New York City case involved a company known as the SAF Environmental Corporation. The mission of the company was to conduct environmental inspections and testing. The defendant admitted to failing to submit dust samples for appropriate testing required for lead and asbestos abatement and to defrauding building maintenance companies, landlords, and contractors for tests that were never conducted. The company deemed air quality as safe even though no tests were ever conducted.

A similar asbestos case occurred in Ohio. In this instance new ownership decided to renovate a steel plant. A consultant provided a report documenting 30,000 linear feet of asbestos piping. When one section of the plant was renovated, the piping was removed without proper disposal of the asbestos materials. Indeed, employees dropped dry asbestos covered pipes to the ground floor and were told by the owner to hide asbestos throughout the plant prior to inspections. A Florida case involved several individuals involved in buying and rehabilitating apartment complexes. Despite having inspectors repeatedly identify and warn the new owners of significant amounts of asbestos, proper removal and disposal steps were not taken. Both workers and local residents were exposed to significant amounts of asbestos-filled dust through the removal and improper disposal of ceiling tiles and other materials. These cases were observed across the United States.

Other types of CAA violations involved fraudulent testing and reporting. An example of a low-impact single event with a large cumulative impact was a case in Nevada where ten individuals were charged and four convicted of submitting false vehicle emission test results to the Nevada Department of Motor Vehicles. The defendants used a vehicle known to produce “passing results” to submit results for vehicles that could not pass emission standards. An investigation revealed over 4,000 false submissions of test results.

The role of fraud is often witnessed in CWA violations as well. In one California case, the environmental manager for a bottling company ordered that samples submitted for testing be diluted with

clean water to ensure the company appeared to be in compliance with its discharge permit for 150,000 gallons of wastewater annually. In addition to this type of fraud, many CWA violations involve companies avoiding the costs of wastewater treatment through illegal discharge directly into sewers, streams, and rivers. These can include negligent discharges of treated wastewater, as in the case of a dairy farmer in Idaho, to more egregious discharges of toxic chemicals into Publicly Owned Water Treatment (POTW) systems. This type of dumping can cause significant damage and high repair costs to POTW systems. POTW systems are generally owned by public agencies and such costs are passed on to consumers in the form of increased utility costs.

A number of CWA violations, labeled as marine pollution, involved shippers illegally discharging oil waste into waterways. Oftentimes the oil records books were falsified to conceal the discharges. These included cases of commercial fishing and shipping vessels.

Although most of the pollution offenses involved commercial operations, even public officials can be found in violation of pollution laws. In 2011 the mayor and superintendent of public works (and a former chief of police) in Stover, Missouri, were found guilty of falsification of records. The evidence showed that the city was submitting false reports on water quality to the state agency responsible for monitoring drinking water because the officials knew the water was not in compliance.

RCRA violations are often similar to CWA violations and typically involve the illegal dumping of hazardous wastes. An example involved the owner of a chemical transportation company and a worker at a Texas truck-washing company who agreed to illegally dispose of hazardous wastewater from the chemical transportation company as if it came from the truck-washing operation. A number of RCRA cases involved knowingly dumping hazardous wastes in local landfills. For example, a case involved the owner of a pawn shop who dumped containers of potassium cyanide and concentrated nitric acid, materials that when combined produce deadly hydrogen cyanide gas, in the local landfill. Another case involved 150 barrels of hazardous waste abandoned in a storage facility.

**Wildlife Crimes**—The second largest classification of cases, comprising 40 percent of all the cases, was wildlife crimes. These typically involved violations of the Endangered Species Act (ESA), the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), and the Lacey Act. The ESA was passed in 1973 to protect critically endangered species from extinction. Violations of the ESA that rise to the level of a criminal offense often include trafficking or knowingly taking a species listed as endangered. The CITES is an international agreement among governments that seeks to ensure international trade in specimens of wild animals and plants does not threaten their survival. The Lacey Act, the oldest of these statutes, was passed in 1900 and prohibits trade in wildlife, fish, and plants that have been illegally taken, possessed, transported, or sold. Thus, possession of a species protected under CITES could be a federal crime in the United States under the Lacey Act. Many of these violations involve transnational crimes such as transporting endangered species into the United States.

Elephant and Rhino poaching represent crimes occurring outside the United States but that may also involve offenses within the United States due to trafficking in ivory. Since 1975 when CITES banned the international trade in elephant ivory, it has been an offense to transport ivory into the U.S.<sup>3</sup> An example of such a violation occurred in New York City where six defendants were convicted of Lacey Act violations for importing ivory through JFK Airport—disguising the ivory as African handicrafts and wooden instruments.

Several examples of violations of the ESA and Lacey Act and of the transnational dimensions of many of these offenses, involved the importation of sperm whale teeth and Narwhal (a whale species) tusks. Sperm whales are protected under the Endangered Species Act, and Narwhals are listed as “near threatened” by the International Union for Conservation of Nature. Both products are valued by artists and

collectors but are prohibited under CITES in order to reduce the illegal poaching of sperm whales and Narwhals. Both cases involved U.S. importers and Ukrainian suppliers. One of the convicted offenders was an antiques dealer in Massachusetts. The investigation revealed that the illegally imported teeth and tusks had a market value of between \$200,000 and \$400,000. A very similar case occurred in California in 2011. This case involved an importer who purchased sperm whale teeth from the Ukraine and then resold the teeth to scrimshaw artists for engraving or carving of ivory figures. The investigation revealed that the importer had received over 600 teeth valued at over \$200,000.

Some of the international cases involve the importation of animals or plants without an appropriate permit. These cases often raise broader concerns about the introduction of disease and invasive species into the United States. For example, in 2010 customs officials in the Miami airport arrested a woman smuggling 72 pigeon eggs from Cuba. The investigation revealed that the goal was to hatch the eggs and sell the pigeons in a pet store for individuals involved in homing or racing pigeons. The concern is that there are quarantines on such importations because of the risk of spreading communicable diseases to domestic poultry stocks and wild birds.

ESA violations can also involve domestic offenses such as the harvesting of endangered green sea turtle eggs in Florida and the purchasing of North American world turtles from Pennsylvania by an online reptile dealer in New Jersey. Some of these domestic cases also involve the export of domestic goods. One example in Ohio involved two defendants and two caviar companies that they owned. Paddlefish eggs are marketed as caviar but cannot be harvested in Ohio. They are also protected under federal law. They can, however, be harvested in Kentucky. The defendants illegally harvested and paid fisherman to illegally harvest paddlefish in Ohio and then submitted paperwork that the fish were harvested in Kentucky in order to export the eggs to foreign customers.

Additional wildlife crimes involve the violation of state and federal statutes and regulations involving fish and wildlife laws. A number of the cases reaching federal prosecution level involved commercial guiding and hunting operations that provide hunts in violation of the law. In the limited sample of cases reviewed examples of such operations occurred in Alaska, Idaho, Kansas, Louisiana, North Dakota, and Texas.

### Nature of the Harm

These crimes include examples of actual harm to human health, the environment, and natural resources as well as generating risks for harm. These harms and

risks were recorded.<sup>4</sup> As table 2 indicates, the most frequent harm mentioned was to the environment and natural resources (e.g., toxins released into the air or a waterway). This was followed by harm to human health (e.g., exposure to a toxin causing a health problem) and to wildlife generally and endangered species particularly. Interestingly, the most common risks (versus harms) were to human health. An example includes air and water pollution.

In some instances there is evidence of harm as well as future risks. For example, some of the asbestos cases included evidence of harm to workers who were handling the asbestos without proper protection—as well risks to others who were likely to be exposed due to improper disposal. Similarly, with some of the wildlife cases there was direct harm to the wildlife species, for example, through harvest of pigeon eggs, but also a risk to agriculture and wildlife because the import of an unregulated exotic species creates a risk for the introduction of disease and possible extinction of native species.

In addition to these harms and risks, many of these cases involved harm through corruption, the loss of public trust, and harm to commerce and the economy. Specifically,

a number of the cases involved public corruption or corruption associated with regulation and enforcement of laws intended to promote public health and to protect the environment and natural resources. Several of the water testing and water discharge cases involved corruption by public waste treatment and municipal officials. A similar case involving fraudulent lead hazard residential assessments and mail fraud resulted in the conviction of the city of Detroit's Childhood Lead Poisoning Prevention Program. A significant fisheries case involved a commercial fisher who also served as a fisheries advisor to one of the state's U.S. senators and who served on the North Pacific Fishery Management Council.

Also striking are the large number of cases that involve fraud and other forms of criminal behavior in addition to the environmental offenses. One of the more intricate examples stemmed from a Massachusetts case against the owner of Environmental Compliance Training School (ECTS). This school was supposed to provide training and certification in asbestos abatement. The school sold hundreds of certificates to undocumented workers that had not received training. The owner of ECTS also

**Table 2: Harm or Risk Associated with the Environmental and Natural Resource Crimes in the Federal Court System, 2011**

Harm or Risk	First Mention	Percent	Second Mention	Percent
Harm to environment and natural resources	80	33.5	21	8.8
Harm to human health	32	13.4	1	0.4
Harm to wildlife	26	10.9	1	0.4
Harm to fisheries	10	4.2	1	0.4
Harm to wetlands	2	0.8	0	0
Harm to regulated or protected and threatened species	8	3.3	0	0
Harm to endangered species	20	8.4	0	0
Risk to environment and natural resources	3	1.3	7	2.9
Risk to human health	29	12.1	22	9.2
Risk to wildlife	1	0.4	1	0.4
Risk to fisheries	5	2.1	2	0.8
Risk to wetlands	0	0	0	0
Risk to regulated or protected and threatened Species	3	1.3	2	0
Risk to endangered species	20	8.4	1	0.4
Missing	0	0	180	75.3
<b>Total</b>	<b>239</b>	<b>100</b>	<b>167</b>	<b>100</b>



owned a temporary staffing company that would then contract out the workers to construction asbestos removal sites throughout the New England region. In addition to putting these workers at risk—and the public who was exposed to asbestos that was improperly removed and disposed of—the owner was convicted of tax violations related to fraudulent payroll reporting to the Internal Revenue Service.

Finally, these crimes also create harm to the public good through their impact on commerce. Essentially, they create an unequal playing field for the free market. These cases often involve unscrupulous businesses that attempt to reduce costs through violation of environmental laws and regulations. Thus, an honest contractor demolishing or renovating buildings with lead paint or asbestos incurs significant expenses for the proper handling and disposal of such materials and is put at a competitive disadvantage with contractors who avoid these costs through improper and illegal disposal. Similarly, businesses complying with CAA and CWA regulations incur expenses that violating competitors avoid. Absent effective enforcement, criminal businesses gain a competitive advantage while at the same time harming human health, wildlife, and the environment.

### The Role of Law Enforcement

The sample of cases in this study were from U.S. federal courts, and the most common enforcement agencies involved were federal agencies with responsibility for the enforcement of environmental and natural resource laws. These included the Environmental Protection Agency and the U.S. Fish and Wildlife Service—by far the most commonly involved agencies. The next most frequently involved agencies were the National Oceanic and Atmospheric Administration and the Coast Guard. A number of other federal and state agencies, as well as regional environmental crime task forces, were mentioned in a number of cases. Indeed, state agency involvement was noted in over 100 of the cases.

Local law enforcement agencies were mentioned only in a few of the cases. This may reflect the study's focus on federally prosecuted cases as well as the limited information on the cases. For example, if a local agency provided a tip or lead to a state or federal agency it may not have been captured in the case summary. It may also, however, reflect a lack of awareness or attention to environmental and natural resource crimes on the part of local law enforcement.

A number of reasons exist to believe that local law enforcement play a significant role in environmental and natural resource crime enforcement. First, as the cases previously described reveal, there is significant harm and risk of harm to local citizens. Second,

as retired Deputy Chief Scott Swanson from the Santa Rosa, California, Police Department has stated in training programs for local law enforcement, "because they are crimes." That is, law enforcement officers are sworn to uphold the criminal laws, including those involving environmental and natural resource crimes. Third, these offenses also create harm and risk of harm to law enforcement officers. This is probably familiar to many law enforcement leaders in the case of environmental offenses related to illegal methamphetamine labs. However, it is also evident in situations where officers may respond to settings where toxic substances or exotic animal or plant species may be present. Fourth, local law enforcement officers are much more likely to encounter environmental offenses in their routine patrols.

The often hidden nature of these offenses—coupled with the limited enforcement resources among state and federal agencies responsible for environmental and natural resource enforcement—creates a public need for greater awareness among local law enforcement agencies. For example, the 2004 Census of Federal Law Enforcement revealed the Fish and Wildlife Service's Law Enforcement Division had slightly more than 700 full-time officers and the Criminal Investigation Division of EPA had slightly more than 200 agents. These agencies cover the entire United States and have international responsibilities. Thus, the importance of the nation's approximately 700,000 officers at city and county levels to identify environmental and natural resource crimes is apparent.

Finally, although enforcement is an essential component of environmental and natural resource crimes, education also should be considered a crucial component. Crime prevention education is a common role for law enforcement agencies everywhere and the inclusion of these types of crimes and their impacts on human health and the fragile environment should not be overlooked.<sup>5</sup>

### Conclusion

Environmental and natural resource crimes harm individuals, the environment, and wildlife and create ongoing risks to people and their environment. They often involve fraud, transnational criminal networks, and public corruption. They also create competitive risks for honest businesses and their employees. They are often hidden, and the harm they generate may not be known or may not manifest for generations. Many may present risks for officer safety. Because resource constraints exist on the state and federal agencies whose primary mission is to enforce these laws, local, county, state, and tribal agencies hold great potential for more effective enforcement—consequently, ensuring greater compliance with environmental and natural resource laws. Greater



awareness of the nature of these offenses is needed; whereby, local law enforcement can serve as an important intersection in the greater network of environmental and natural resource law enforcement and represents a tremendous and largely untapped resource for the protection of citizens, communities, and the environment. ♦

### Notes:

<sup>1</sup>The data and cases presented come from a review of cases prosecuted by U.S. Attorney's Offices throughout the United States. Specifically, researchers compiled data from 239 cases that reached the stage of indictment, plea agreement, conviction by trial, or sentencing in a federal court during 2011. As such, they represent cases that reached a level of seriousness that prioritized them for prosecution despite limited federal prosecutorial resources to take on such cases.

<sup>2</sup>"Environmental Crime," Interpol, <http://www.interpol.int/Crime-areas/Environmental-crime/Environmental-crime> (accessed July 3, 2013).

<sup>3</sup>Worked African elephant ivory acquired before its 1978 Endangered Species Act listing or antique ivory (over 100 years old) may be imported or exported for noncommercial purposes or, in limited situations, for commercial purposes with a certification from the U.S. Fish and Wildlife Service. "U.S. Efforts to Control Illegal Elephant Ivory Trade and Internal Markets," U.S. Fish & Wildlife Service (January, 2008), <http://www.fws.gov/international/pdf/factsheet-us-efforts-to-control-illegal-elephant-ivory-trade-2008.pdf> (accessed September 24, 2012).

<sup>4</sup>Specifically, the authors recorded the first two mentions of a harm or risk generated by the crime from the case summaries.

<sup>5</sup>An excellent example of this outreach approach is the Junior Environmental Watch Dog program developed by the Rhode Island Department of Environmental Management, Office of Criminal Investigation, and delivered to children in grades K-6.

## 37th Annual LEIM Training Conference and Exposition—Recap

*By David J. Roberts, Senior Program Manager, IACP Technology Center*

The Law Enforcement Information Management (LEIM) Section of IACP comprises more than 700 chiefs and information technology professionals from agencies of all sizes, jurisdictions, and geographies. Every state in the United States is represented, as are five Canadian provinces and eight other nations. Since 1977, the LEIM Section annually has sponsored a conference and technology exposition, and the 37th one recently concluded in Scottsdale, Arizona. The event was held at the Fairmont Scottsdale Princess Hotel May 21–23, 2013, and was attended by 526 people, including representatives from 43 U.S. states, as well as Australia, Bahamas, Canada, the Netherlands, and Nigeria. This year 82 members of the LEIM Section attended the conference.

### Conference Plenary Sessions

The 2013 LEIM conference opened with welcoming remarks by Scott Edson, commander, Los Angeles County Sheriff's Department, and chair of the LEIM Section. Commander Edson's opening was followed by the presentation of colors by the Scottsdale Police Department; a nondenominational invocation by Rabbi Robert Kravitz, Chaplain, Scottsdale Police Department; and welcoming remarks by Alan Rodbell, Chief, Scottsdale Police Department and Bart R. Johnson, Executive Director, International Association of Chiefs of Police.



Members of the Scottsdale Police Department Honor Guard Presentation of Color. Pictured on stage (left to right) are Rabbi Kravitz, Chief Alan Rodbell, and IACP Executive Director Bart Johnson.

LEIM Board members Commander Edson, Lance Valcour, executive director, Canadian Interoperability Technology Interest Group (CITIG),

and Steve Williams, major, Florida Highway Patrol, joined Thomas Casady, public safety director, Lincoln, Nebraska, in providing results of the IACP/LEIM IT Summit, which was held on May 20, 2013. Director Casady provided an opening address, "The Path of Technology in Policing," which reviewed the evolution of technology in policing, identified major technology trends, and explored the economic imperative of police technology. The panel then engaged in a facilitated dialogue with members of the audience exploring operational and technological priorities and challenges.



Lincoln Public Safety Director Thomas Casady presents his IACP/LEIM IT Summit keynote address, "The Path of Technology in Policing."

IACP Executive Director Bart R. Johnson moderated a plenary session panel "Leveraging the Cloud for Law Enforcement." Mr. Johnson provided context for the session, referencing a symposium that was co-sponsored by IACP and SafeGov on January 31, 2013. Dr. Richard Falkenrath, principal, Chertoff Group and former New York Police Department deputy commissioner for Counterterrorism, provided an overview of cloud computing in justice and summarized results of a survey completed by IACP and Safegov. David Cuthbertson, assistant director, CJIS Division, Federal Bureau of Investigation, provided an overview of security issues associated with cloud computing and a discussion of CJIS security policies as they apply to cloud computing. Pamela Scanlon, executive director, Automated Regional Justice Information System (ARJIS), San Diego, California, provided operational insight on applications of cloud computing and discussed issues ARJIS has addressed in this new computing paradigm.





Plenary session "Leveraging the Cloud for Law Enforcement." Pictured are (left to right) Pamela Scanlon, ARJIS, David Cuthbertson, FBI CJIS, Dr. Richard Falkenrath, Chertoff Group, and IACP Executive Director Bart R. Johnson.



Christopher Bruce, Past President, International Association of Crime Analysts, presents his workshop, "Smarter Policing: Leveraging Existing Data and Technology to Make Better Decisions"



Sergeant Brandon Huntley, Phoenix Police Department, Commander Laurie Van Deusen, Palm Beach Gardens Police Department, Lieutenant Lauri Burgett, Phoenix Police Department, and Darrell Smith, Crime & Gun Intelligence Coordinator, ATF, present their workshop, "Investigating and Preventing Gun Violence in Our Communities."

## Workshops

The 2013 LEIM conference featured 36 concurrent workshops organized into four tracks: Executive, Communications, Operational, and Technical. Workshop topics ranged from social media and internet profiling and intelligence gathering, to facial recognition and predictive policing.

## Technology Exposition

In addition to plenary sessions and workshops, LEIM conference attendees also benefited from a robust technology exposition featuring world-class solution providers. The 2013 LEIM conference technology exposition included 54 industry-leading solution providers exhibiting at the conference. The conference also attracted 19 sponsors. Conference-attending chiefs, commanders, operational managers, technical support, and line staff were able—with the help of key industry partners—to explore the range of technologies and services that are available to help ensure success in law enforcement planning and implementation.

## Committee Meetings

Several IACP committees host their midyear meetings in association with the LEIM conference. The Computer Crime and Digital Evidence (CCDE) Committee, Criminal Justice Information Systems (CJIS) Committee, and the Private Sector Liaison Committees (PSLC) met Saturday, May 18; the Communications and Technology and CJIS Committees met independently and jointly on Sunday, May 19. ♦



## LEIM 2014

Mark your calendars now, and plan to attend the 38th Annual LEIM Training Conference & Technology Exposition, May 20–22, 2014, in Atlanta, Georgia. Visit <http://www.theiacp.org/LEIM> in the coming months for more information.



## 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.

Patrol Officer Avery E. Freeman  
Chester, Pennsylvania, Police Department  
Date of Death: April 30, 2012  
Length of Service: 17 years

Police Officer Larry Candelari  
Pasadena, Texas, Police Department  
Date of Death: April 26, 2013  
Length of Service: 23 years

Sheriff Cody Carpenter  
Scott County, Arkansas, Sheriff's Office  
Date of Death: May 31, 2013  
Length of Service: 16 years (with agency)

Officer William Jason Sprague  
Texarkana, Texas, Police Department  
Date of Death: June 15, 2013  
Length of Service: 2 years (with agency)

Deputy Sheriff Steven Netherland  
Vernon Parish, Louisiana, Sheriff's Office  
Date of Death: June 24, 2013  
Length of Service: 33 years

Sergeant Lance Allen McLean  
Hood County, Texas, Sheriff's Office  
Date of Death: June 29, 2013  
Length of Service: 9 years

Trooper Aaron Robert Beesley  
Utah Highway Patrol  
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## Four Considerations for Making Safe, Effective, and Legal Traffic Stops

*By Richard J. Ashton, Chief of Police (Retired), Frederick, Maryland; and Grant/Technical Management Manager, IACP*

One of the most frequent and more hazardous activities that police officers initiate is the traffic stop. One of the reasons that it is fraught with so much danger is that while officers stop motorists for specific violations, such as running a red light or speeding, they are unaware—at least initially—if there are other more serious reasons a driver does not wish to be detained, like the driver's being sought for a recent serious crime.

Take, for example, the trooper who stopped a beat-up 1977 Mercury Grand Marquis with no license plate. During the ensuing interview, the driver was unable to produce either proof of insurance or a bill of sale. When the trooper observed a bulge under the driver's jacket, the driver said: "I have a gun." Indeed, the driver had on his person a loaded pistol, an ammunition clip, and a knife. The trooper arrested him and initiated computer checks to ascertain whether the driver had a warrant for his arrest or had any prior criminal history, as well as ownership and other information both on the pistol and on the vehicle; all were negative at that time. The date was April 19, 1995. The time was a mere 78 minutes after the 9:02 a.m. bombing of the Alfred P. Murrah Federal Building in Oklahoma City in which 168 innocent individuals lost their lives. The vehicle's driver was Timothy J. McVeigh. The trooper was Oklahoma Highway Patrol Second/Lieutenant Charles J. Hanger who—by doing on that day what he did every day—apprehended one of the individuals who had committed the deadliest act of domestic terrorism in U.S. history and still was in an Oklahoma jail—two days later—when he was identified as the subject of the nationwide manhunt.<sup>1</sup>

Another reason why the traffic stop is so perilous is the sheer volume of stops that officers make during their careers. The fact that many officers undertake—without incident—multiple stops during each tour of duty erodes, over time, the vigilance that training academy instructors, field training officers, and supervisors all have

strived to instill. The average age of officers killed both accidentally and feloniously between 2002 and 2011 was 38 years old.<sup>2</sup> The average length of service during that decade for officers killed feloniously was 11 years and for those killed accidentally, 10 years.<sup>3</sup> Sixty-two officers were killed feloniously during a "traffic violation stop" in a decade (2002-2011).<sup>4</sup> Hanger, now the Sheriff of Noble County, Oklahoma, aptly points out: "No traffic stop is routine, but they're all important!"<sup>5</sup>

### Enforce against Violations That Compromise Safety

Today's law enforcement agencies are capable of harnessing the tremendous amounts of data that their officers generate daily in order to pinpoint and then target specific incidents when and where they intersect. By focusing on these identified clusters of dangerous driving behaviors, agencies can allocate their resources to reducing crashes and the fatalities and serious injuries they produce. Officers can concentrate on making a genuine difference by pursuing those violations that cause collisions, deaths, and serious injuries rather than "shooting fish in a barrel" or writing citations at "fishing holes"—those locations where violations are plentiful, but lack any nexus to those places where focused enforcement translates into positive results. The issuance of citations where quantity trumps quality generates public disrespect for the officers who write them, as well as for the agencies that tolerate the practice, and does little to ensure safety.

### Select Safe Positions

The oft-repeated realtors' phrase "location, location, location" provides sound advice to officers intending to initiate a traffic stop. While officers are not always able to select the locations at which traffic stops and other roadside contacts occur, they nevertheless should strive, whenever possible, to make them in driveways, on off-ramps, in parking lots, in pull-offs,<sup>6</sup> in rest stops or on service drives, in well-lit areas, or on wide shoulders. They should avoid blind curves, hillcrests, and other spots where visibility is impaired; medians; narrow or nonexistent shoulders; places where violators choose to stop; positions against Jersey walls or noise barriers; or reduced berms. Officers never should walk or stand between vehicles, even though a violator's

performance on standardized field sobriety tests may not be recorded on an in-car camera.

Whether officers approach violators from the left- or the right-hand side of the violator's vehicle depends upon the existing situation, as well as upon the policies of officers' agencies. Both offer advantages and disadvantages as summarized below:

- The left-hand side approach is the one favored by most officers.<sup>7</sup> The IACP Highway Safety Committee's (HSC's) Law Enforcement Stops and Safety Subcommittee (LESSS) extensively examined an alternative to the decades' old practice of parking cruisers diagonally on the shoulder behind the violator's vehicle. The Arizona Crown Victoria Police Interceptor Blue Ribbon Panel, the Ford Motor Company, and the New York State Police (NYSP) conducted numerous computer simulations, Ford then undertook a verifying crash test, and the NYSP adopted this approach and even confirmed its viability during an August 8, 2004, traffic stop when a Jeep Grand Cherokee traveling at approximately 70 miles per hour struck a cruiser parked in the following manner:<sup>8</sup> Ford and the NYSP both recommended that on right shoulder traffic stops where the officer intends to make a driver's side approach, the cruiser be parked parallel to the roadway at least 15 feet (or one car length) behind the stopped vehicle with a 50 percent overlap (offset left) between the vehicles and with the cruiser's front wheels turned fully to the right and the parking brake set. Ford's testing concluded that this orientation possesses the lowest probability of a pedestrian officer's involvement in a crash, to which the NYSP trooper who survived the aforementioned August 8, 2004, traffic stop can attest. However, it was undertaken with several noteworthy provisos: only rear-wheel-drive vehicles traveling on dry and level road surfaces were used.<sup>9</sup>
- The right-hand side approach allows officers to retain the element of surprise, since most violators expect officers to approach on the driver's side of the vehicle; isolates officers from traffic; provides officers with a better view of oncoming traffic; allows them to more clearly observe the passenger

compartment, console, and glove box; generally provides a better view of the driver and the driver's actions; and provides more cover, if needed. However, the right-hand side approach should not be employed where the vehicle stops immediately adjacent to barriers, guardrails, piled snow, walls, and similar locations where officers' movements are severely constrained.

In the event a traffic stop or other roadside contact is made on the shoulder, officers should exert every effort to move to a safer location as soon as reasonable. This is especially important in terms of the longstanding practice of officers' completing paperwork at the scene of an incident.

### Use Court Rulings to Enhance Officer Safety

Courts have acknowledged the dangers inherent in traffic stops. For example, the U.S. Supreme Court observed: "It would seem

that the possibility of a violent encounter stems not from the ordinary reaction of a motorist stopped for a speeding violation, but from the fact that evidence of a more serious crime might be uncovered during the stop."<sup>10</sup> Moreover, courts have provided law enforcement officers with legal tactics that expand their safety net, the Court's stressing: "The risk of harm to both the police and the occupants is minimized if the officers routinely exercise unquestioned command of the situation."<sup>11</sup> Significantly, during lawful traffic stops, officers may order—without reasonable suspicion or probable cause—both drivers and passengers out of vehicles.<sup>12</sup>

On the basis of reasonable suspicion, officers may frisk drivers and passengers whom they believe may be armed and dangerous<sup>13</sup> and may search those areas of the passenger compartment of an automobile where a weapon may be placed or hidden and where officers believe a

suspect is dangerous and may gain immediate control of a weapon.<sup>14</sup>

Officers' knowledge of judicial decisions allows officers to manage traffic stops and other roadside contacts and thereby to increase their safety.

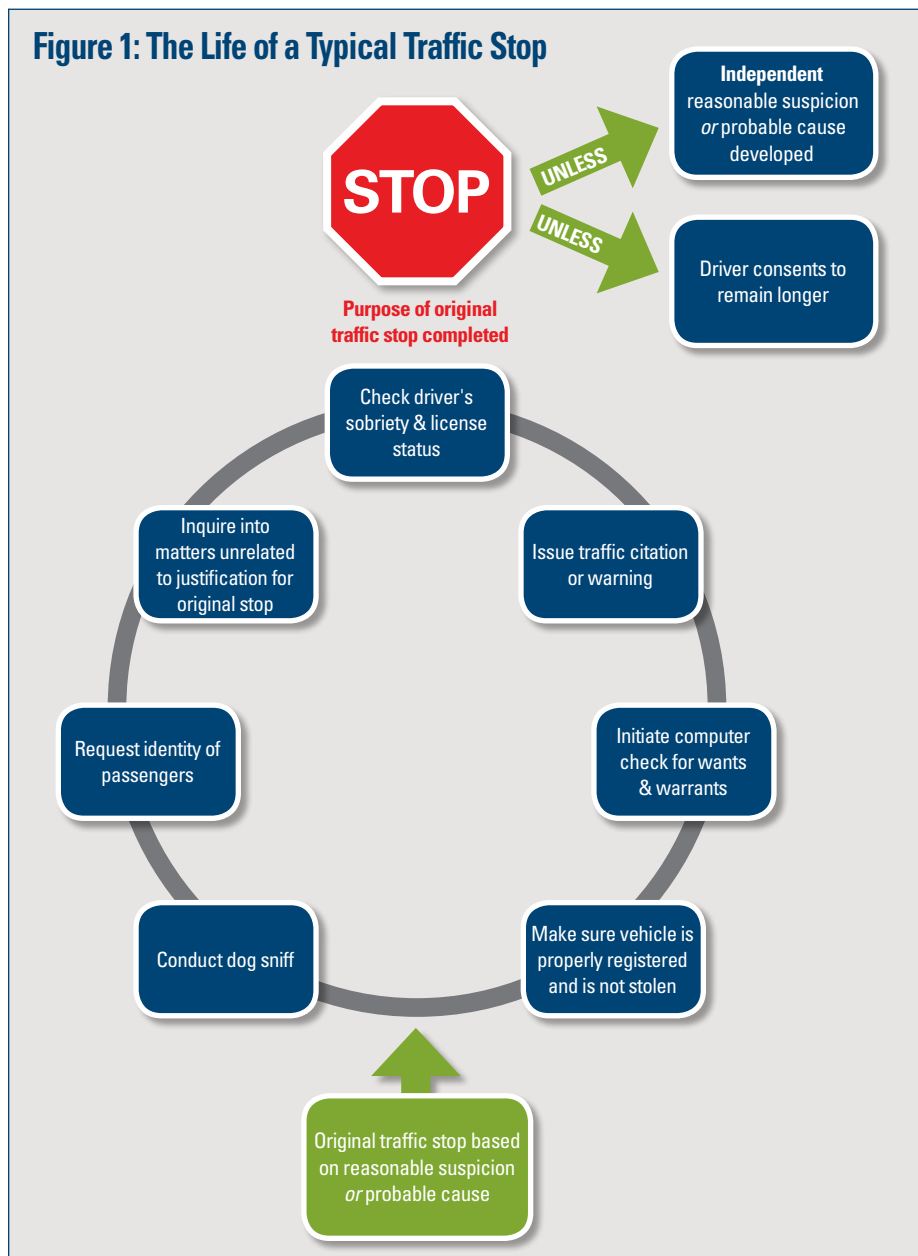
### Diligently Pursue the Typical Traffic Stop and Recognize Its Limitations

Traffic stops often are viewed as the gateway to solving more serious offenses, seizing stolen goods and contraband, and arresting violent criminals. In order for officers to successfully employ criminal interdiction during the typical traffic stop, they need to be aware of—and adhere to—pertinent legal requirements. Simply put, when an officer initiates a typical traffic stop, say, for exceeding the posted speed limit, the officer must *diligently pursue* those activities associated with the original traffic stop to ensure its legality, in the event it develops into a more significant incident, as depicted in figure 1.<sup>15</sup> The following guidance is offered to shed additional light on ensuring the lawfulness of the typical traffic stop.

- The officer making the typical traffic stop may initiate a computer check for outstanding warrants, investigate the driver's sobriety and license status, establish that the vehicle is properly registered and has not been reported stolen, issue a traffic citation or warning,<sup>16</sup> request the identification of passengers,<sup>17</sup> and inquire into matters unrelated to the justification for the original traffic stop.<sup>18</sup> However, "[i]f a police officer wants to detain a driver beyond the scope of a routine traffic stop, . . . he must possess a justification for doing so other than the initial traffic violation that prompted the stop in the first place. . . ."<sup>19</sup>
- Courts evaluate the legality of the original traffic stop in terms of (1) whether or not it is based either on reasonable suspicion or on probable cause that a traffic violation occurred and, then, (2) whether or not the officer diligently pursued the original purpose.<sup>20</sup> "[T]he scope of a police officer's actions during a traffic stop still is relevant to the reasonableness analysis under the Fourth Amendment . . . because, during a stop, a police officer must act reasonably, that is, he must diligently pursue the investigation of the justification for the stop."<sup>21</sup> "In assessing whether a detention is too long in duration to be justified as an investigative stop, we [the U.S. Supreme Court] consider it appropriate to examine whether the police diligently pursued a means of investigation that was likely to confirm or dispel their suspicions quickly, during which time it was necessary to detain the defendant."<sup>22</sup>
- *United States v. Farrior* succinctly describes the traffic stop:

*The Fourth Amendment protects the "right of the people to be secure in their persons, houses, papers, and effects against unreasonable searches and seizures." U.S. Const. Amend. IV.*

**Figure 1: The Life of a Typical Traffic Stop**



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Following the Supreme Court's decision in *Terry v. Ohio*, "the law has become well-established that during a routine traffic stop, an officer may request a driver's license and vehicle registration, run a computer check, and issue a citation" without running afoul of the Fourth Amendment. Any further investigative detention, however, "is beyond the scope of the *Terry* stop and therefore illegal unless the officer has a reasonable suspicion of a serious crime" or the individual consents to the further detention. The Supreme Court has held that a drug-dog sniff is not a "search" as that term is used in the Fourth Amendment. In order to perform the sniff, however, "there must be a seizure of the vehicle and, therefore, the person, requiring either consent to be detained or reasonable suspicion."<sup>23</sup> (citations omitted)

- There is nothing *per se* either illegal or improper about making a valid traffic stop for one violation in order to investigate another,<sup>24</sup> unless it is based on criteria other than the driver's behavior, that is, solely on that driver's disability, ethnicity, national origin, race, religion, or sexual orientation.

If during the diligent pursuit of the original traffic stop independent reasonable suspicion or probable cause develops, the driver's seizure may be continued. At the same time, if the driver consents to remain for a longer period of time after the completion of the original traffic stop, the officer can continue to interact with the driver. However, some guidance is warranted:

- In the event the officer who initiated the original traffic stop—for example, for speeding—determines during the course of that traffic stop that an outstanding arrest warrant exists for the driver, that the driver exhibits behavior indicating alcohol impairment, that a drug-trained canine "alerts" to illegal narcotics in the vehicle, or that the officer observes a firearm in the glove box, the original traffic stop ends, a second stop to confirm or dispel the *new* reasonable suspicion that developed during the original traffic stop is initiated, or a custodial arrest based on probable cause is made. In terms of drug-dog sniffs, however, officers are admonished to become familiar with judicial rulings in their jurisdictions. For example, does a drug-dog sniff need to occur before the diligently-pursued original traffic stop is complete?<sup>25</sup> Can a *Terry* stop for a drug violation—as opposed to a typical traffic stop for a traffic infraction—await the arrival of a drug-trained canine?
- The key to ensuring the legality of converting the original traffic stop into a consensual encounter is making certain that the break between the two is as clear and distinct as possible. For example, securing the driver's consent to continue the stop—regardless how voluntary the officer believes that consent was—still will give rise to serious prosecutorial difficulty, if the officer, intentionally or not, retains the operator's driver's license and/or the vehicle's registration card or fails to provide beforehand the driver with a copy of the traffic citation or warning.<sup>26</sup> The constitutional standard for determining a seizure is, on the basis of the totality-of-the-circumstances, "whether the police conduct would have communicated to a reasonable person that the person was not free to decline the officers' requests or otherwise terminate the encounter."<sup>27</sup> Even though there is no constitutional requirement<sup>28</sup> to advise the driver that the driver is "free to go" in order to ensure the voluntariness of a consensual search,<sup>29</sup> the officer who so notifies the driver—prior to the latter's agreeing to the requested search or continued detention—certainly bolsters the officer's claim that the consent was voluntarily given. Consent, like other aspects of traffic stops, often will survive drivers' challenges on the basis of officers' ability to articulate in detail what actually transpired.

Traffic stops are at the foundation of reducing motor vehicle crashes and the deaths and serious injuries they cause, as well as of discovering more serious crimes. For traffic stops to be both meaningful and acceptable, they need to be conducted safely, effectively, and legally. Hopefully, the information presented in this column will benefit the officers who make traffic stops and the agencies by which they are employed. ♦

article/3396671 (accessed April 22, 2013); "Testimony of Oklahoma State Trooper Charles J. Hanger Concerning His Arrest of Timothy McVeigh on April 19, 1995" <http://law2.umkc.edu/faculty/projects/ftrials/mcveigh/mcveigharrest.html> (accessed April 22, 2013).

<sup>2</sup>U.S. Department of Justice, Federal Bureau of Investigation, Criminal Justice Information Services, Uniform Crime Reports, *Law Enforcement Officers Killed and Assaulted* [LEOKA] 2011, tables 6 and 57, <http://www.fbi.gov/about-us/cjis/ucr/leoka/2011/tables/table-6> and <http://www.fbi.gov/about-us/cjis/ucr/leoka/2011/tables/table-57> (accessed April 25, 2013).

<sup>3</sup>LEOKA 2011, table 7, <http://www.fbi.gov/about-us/cjis/ucr/leoka/2011/tables/table-7> (accessed April 23, 2013), and table 57.

<sup>4</sup>*Ibid.*, table 19, <http://www.fbi.gov/about-us/cjis/ucr/leoka/2011/tables/table-19> (accessed April 23, 2013).

<sup>5</sup>International Association of Chiefs of Police, *Saving Lives . . . One Stop At A Time* (2008).

<sup>6</sup>Emergency pull-offs, pullouts, turnouts, or enforcement platforms are areas that are away from the traffic flow, that should accommodate at least two emergency vehicles, that are spaced periodically along controlled access highways lacking continuous shoulders wide enough for enforcement and other activities, and that allow officers to more safely investigate crashes, undertake enforcement actions, and assist motorists.

<sup>7</sup>LESSS, "Policy and Procedure," in *Staff Study 2004*, 26-28, <http://www.theiacp.org/LinkClick.aspx?fileticket=eZ0WIKRWq2A%3d&tabid=379> (accessed May 29, 2013); New York State Police Patrol Vehicle Protocol and Safety Committee, *Safe Stops Protocols: Field Guide* (2004).

<sup>8</sup>LESSS, "Vehicle Positioning and Officer Approach," in *2006 Staff Report*, 43-44, [http://www.theiacp.org/Portals/0/pdfs/LESS/LESSS\\_2006StaffReport.pdf](http://www.theiacp.org/Portals/0/pdfs/LESS/LESSS_2006StaffReport.pdf) (accessed May 29, 2013).

<sup>9</sup>*Ibid.*, 37.

<sup>10</sup>*Maryland v. Wilson*, 519 U.S. 408, 414 (1997).

<sup>11</sup>*Id.*, quoting *Michigan v. Summers*, 452 U.S. 692, 702-03 (1981).

<sup>12</sup>*Pennsylvania v. Mimms*, 434 U.S. 106, 111 n.6 (1977); *Wilson*, 519 U.S., at 415; *Brendlin v. California*, 127 S. Ct. 2400, 2406-07 (2007); *Arizona v. Johnson*, 129 S. Ct. 781, 786-7 (2009).

<sup>13</sup>*Mimms*, 434 U.S., at 112; *Johnson*, 129 S. Ct., at 787.

<sup>14</sup>*Michigan v. Long*, 463 U.S. 1032, 1049 (1983).

<sup>15</sup>The U.S. Supreme Court uses—in *United States v. Place*, 462 U.S. 696, 709 (1983) and *United States v. Sharpe*, 470 U.S. 675, 686-88 (1985)—the terms "diligently pursue," "acted diligently," and "diligently pursued" to refer to the manner in which officers undertake investigative detentions.

<sup>16</sup>*Pryor v. State*, 122 Md. App. 671, 682, *cert. denied*, 352 Md. 312 (1998); *United States v. Guijon-Ortiz*, 660 F.3d 757, 764-65 (4th Cir. 2011).

<sup>17</sup>*United States v. Soriano-Jarquín*, 492 F.3d 495, 500 (4th Cir. 2007).

<sup>18</sup>*Johnson*, 129 S. Ct., at 788.

<sup>19</sup>*United States v. Branch*, 537 F.3d 328, 336 (4th Cir. 2008).

<sup>20</sup>*Terry v. Ohio*, 392 U.S. 1, 20 (1968).

<sup>21</sup>*Guijon-Ortiz*, 660 F.3d, at 766, quoting *United States v. Digiovanni*, 650 F.3d 498, 509 (4th Cir. 2011).

<sup>22</sup>*Sharpe*, 470 U.S. at 686 (1985).

<sup>23</sup>*United States v. Farrior*, 535 F.3d 210, 217 (4th Cir. 2008).

<sup>24</sup>*Whren v. United States*, 517 U.S. 806, 809 (1996); *Devenpeck v. Alford*, 543 U.S. 146, 153 (2004).

<sup>25</sup>*Carter v. State*, 143 Md. App. 670, 692-93 (2002); *State v. Ofori*, 170 Md. App. 211, 235, 251, 252, 254, *cert. denied*, 396 Md. 13 (2006); *United States v. Alexander*, 448 F.3d 1014, 1017 (8th Cir. 2006), *cert. denied*, 549 U.S. 1118 (2007).

<sup>26</sup>*Ferris v. State*, 355 Md. 356, 377 (1999).

<sup>27</sup>*Florida v. Bostick*, 501 U.S. 429, 439 (1991).

<sup>28</sup>*Schneekloth v. Bustamonte*, 412 U.S. 218, 227 (1973).

<sup>29</sup>*Ohio v. Robinette*, 519 U.S. 33, 35 (1996).

#### Notes:

<sup>1</sup>Bryan Painter, "Ex-trooper Charlie Hanger Shares Story about Day He Arrested Timothy McVeigh," NewsOK.com (August 29, 2009), <http://bombing.newsok.com/>



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