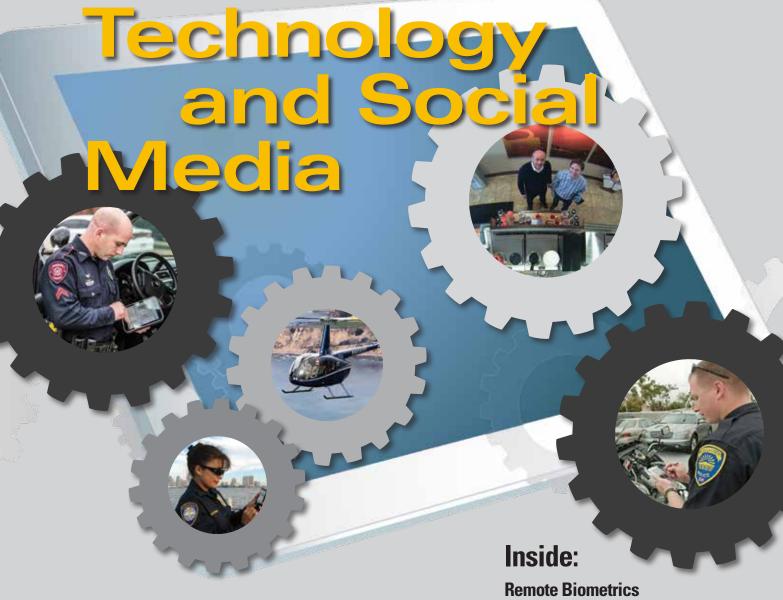
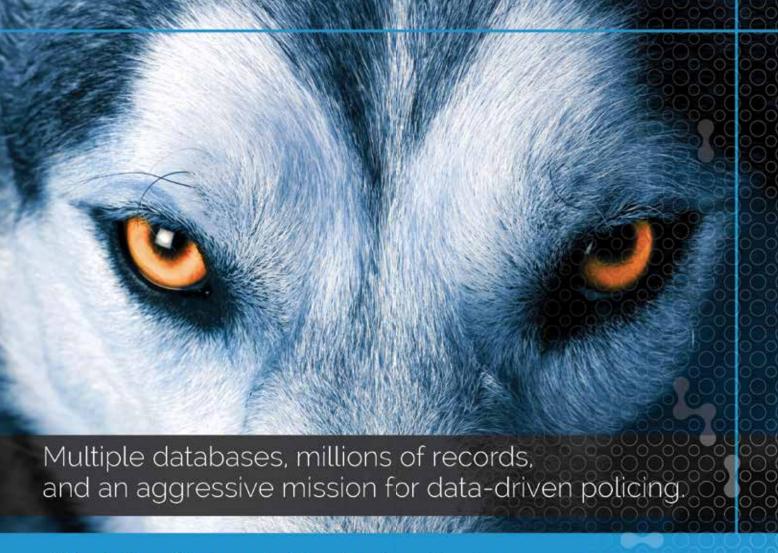
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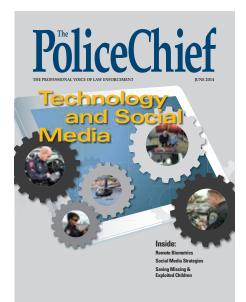
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Technology is constantly evolving, and law enforcement's knowledge base and tools must evolve with it to keep up the needs of our communities. This issue explores the use of cutting-edge technologies such as tablets, social media, biometrics, and more in law enforcement, and the polices and considerations that must accompany these new tools.

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By Rod Brown and Jim Pryde

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"I Did It" - Confession Contamination and Evaluation

By James L. Trainum

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PRESIDENT'S MESSAGE

The Importance of Community Oriented Policing

As I have traveled around the globe to meet with different law enforcement agencies, I have witnessed one consistent common denominator—community oriented policing. Community oriented policing works.

Community oriented policing deals with the core issue for police—building a working, trusting relationship with your community. If you don't have that, your agency and its officers will not be successful in reducing crime. It is imperative that law enforcement invest time in their communities so they can build relationships and gain the trust of their communities.

Without a positive relationship with your community, your agency and its officers will not be able to collect valuable intelligence from community members, and it will be difficult to sustain your current policing efforts. Your agency may conduct very successful sweeps and arrests, but you won't be able to endure this effort if your law enforcement agency does not engage and empower the community, key citizens, faith-based groups, and other active community groups. In addition, as chiefs and leaders, we have all experienced challenges and tough times in our careers. A positive relationship with your community will prevent or lessen those challenges because the community will be a source of support during tough times.

Realistically, law enforcement officers cannot be on every street corner. Having the ears, eyes, and support of the community can only make your agency stronger and more effective and officient

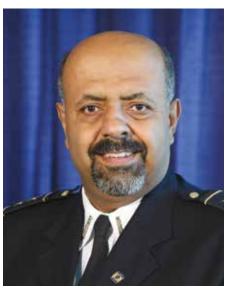
As policing continues to evolve, new models, in addition to community oriented policing, have come into play such as intelligence-led policing and evidenced-based policing. However, these models do not replace community oriented policing.

As many of you know, one of my initiatives as president is reducing violence and crime on our streets. Community oriented policing is an integral part of this. The goal is to develop a final report with a set of recommendations to help reduce and combat the ever-growing problem of violent crime on our streets and in our communities. The final report and set of recommendations will be presented at a plenary session at IACP 2014 in Orlando, Florida.

In addition, the IACP will continue to work with the U. S. Department of Justice's Community Oriented Policing Services (COPS)

Community oriented policing deals with the core issue for police—building a working, trusting relationship with your community. If you don't have that, your agency and its officers will not be successful in reducing crime.

Office to take a look into the future of policing. One of our past initiatives included a report titled Building Trust Between the Police and the Citizens They Serve: An Internal Affairs Promising Practices Guide for Local Law Enforcement. Throughout 2008 and 2009, the IACP, supported by a grant from the COPS Office, examined the community trust continuum, with a focus on the pivotal role of Internal Affairs in rebuilding community trust once misconduct occurs. The report attempts to place Internal Affairs in its proper context—not as a stand-alone activity, but as one component of a systemic, agency-wide, professional standards effort. After a discussion of some of the other components necessary in the community trust continuum—hiring, training, rewarding excellent performance—the



Yousry "Yost" Zakhary, Director, Woodway, Texas, Public Safety Department

guide focuses on building an effective Internal Affairs approach for any size or type of agency. The guidelines for the Internal Affairs function address every aspect, from complaint processing to decision making, discipline, notification, and community transparency.

Other initiatives the IACP is working on in conjunction with the COPS Office are an exploration of promising community policing practices in Indian Country; bridging the gap with communities of color; helping the VERA Institute gauge concerns regarding officers of color for community trust building; developing officer shooting protocols; and taking a look at community oriented policing with an eye toward innovation.

We do not yet know what the future of community oriented policing looks like, but as indicated by these projects, the IACP, the COPS Office, and police leaders throughout the profession are working each day to ensure that community policing remains the key to safer neighborhoods and communities.

No matter what evolution takes place within the community oriented policing model, it is imperative that you and your agency invest in your community early. Citizens will continue to be at the heart of any successful police reduction in crime effort. The support of the community is key, and police leaders from around the globe rely on it.

Police and their communities only thrive when they work closely together and have a high degree of trust between them, and that's what community oriented policing was designed to achieve. The strategy has made remarkable progress in this arena but its work isn't done. The IACP, COPS, and each of our 22,000 members must become "futurists" and work to further advance and implement the community oriented policing model. Let's do this together!

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LEGISLATIVE ALERT

IACP Advocates for the Reauthorization of the Bulletproof Vest Partnership Grant Program

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

On May 14, 2014, the U.S. Senate Committee on the Judiciary held a hearing on the Bulletproof Vest Partnership (BVP) Grant Program, a lifesaving program whose charter expired in 2012. IACP President Yost Zakhary was invited to testify before the committee along with Officer Ann Carrizales from the City of Stafford, Texas, Police Department.

The hearing, The Bulletproof Vest Partnership Grant Program: Supporting Law Enforcement Officers When It Matters Most, was during National Police Week. President Zakhary discussed his own department's use of the BVP and how it enabled his agency to purchase a total of 72 vests with matching funds since 2000. This means that every officer in his department is fully equipped with lifesaving body armor

President Zakhary informed the committee that officer safety and wellness has always been the IACP's top priority and that it is the position of the IACP that no injury to or death of a law enforcement professional is acceptable. A key element to officer safety is the use of bulletproof vests. That is why the IACP developed a model policy for the purpose of providing law enforcement officers with guidelines for the proper use and care of body armor and adopted a resolution for mandatory vest use. The resolution calls for all law enforcement executives to immediately develop and implement a mandatory body armor wear policy for their departments.

In addition, the IACP partnered with DuPont in 1987 to create the IACP/Dupont Kevlar Survivors' Club. The mission of the Survivors' Club is to reduce death and disability by encouraging increased wearing of personal body armor. The Survivors' Club



President Zakhary shows the committee a vest worn by an officer from the Graham Police Department in Texas. The officer was shot in the chest and the bullet entered right at his badge. The blood on the vest was from wounds sustained from fragmentation that struck the officer where he was NOT protected by the vest. The vest was purchased by the BVP and saved the officers life.

also recognizes and honors those deserving individuals who, as a result of wearing personal body armor, have survived a lifethreatening or life-disabling incident. Since its inception, the Survivor's Club has documented 3,180 verified saved lives, thanks to body armor.

President Zakhary also detailed several cases where bulletproof vests were directly attributable for saving an officer's life, from protection against assaults with firearms to vehicle crashes to stab wounds.

He went on to note the devastating effects that the loss of one officer can have on an agency, including a crippling effect on the manpower and the agency's ability to deliver services, not to mention the devastating blow that the loss inevitably has on fellow officers, family, and friends. The death or injury of an officer also creates a wide variety of unanticipated and very costly expenditures for the agency. Possible expenditures include medical bills; funeral expenses; workers' compensation and death benefit payments; increased insurance premiums; sick leave; retirement system costs; legal fees; civil judgments; replacement and retraining expenses; and overtime pay. Even when viewed solely in a financial light, an officer's death can have significant consequences.

President Zakhary called for the funding and reauthorization of BVP, saying "officer safety is an all-hands task, and it is the responsibility of the government, as well as government leaders, to ensure the safety and well-being of its citizens and the lives of the officers who have dedicated their lives to protecting their communities."

Immediately after the hearing, U.S. Senate Judiciary Committee Chairman Patrick Leahy (D-VT) requested a unanimous consent vote on the Senate floor. Unfortunately passage of the Bulletproof Vest Partnership Grant Program Reauthorization Act (S. 933) was blocked.

The IACP needs your help in advocating for this valuable program so that state and local law enforcement agencies can continue to have access to critical funding to purchase lifesaving vests in order to fully outfit every officer in their department.

The IACP asks that you reach out to your senators and urge them to pass the Bulletproof Vest Partnership Grant Program Reauthorization Act (S. 933) because every officer deserves the right to be fully outfitted with the necessary equipment in order to return home safely to their family, friends, and loved ones after their shift.

To view a full copy of President Zakhary's testimony and to view a video of the hearing visit http://www.judiciary.senate.gov/meetings/the -bulletproof-vest-partnership-grant-program-supporting-law-enforcement-officers-when-it-matters-most.

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OFFICER SAFETY

Prioritizing Emotional & Mental Health through Peer Support

By John P. Woods, Assistant Director, National Security **Investigations Division**



In February 2011, 32-year-old Jaime Zapata, a special agent with U.S. Immigration and Customs Enforcement's (ICE) Homeland Security Investigations (HSI), was shot and killed in the line of duty in San Luis Potosi, Mexico. His death was the first line-of-duty fatality for ICE and a tragic loss to his colleagues and the agency. The days and months following his death revealed the importance of coming together and supporting one another during times of personal need, crisis, and tragedy.

In response to Zapata's death, ICE officials recognized the need for a formal crisis response program that would provide support for the emotional or psychological trauma that could arise as a result of ICE's work and mission. Members of ICE leadership developed a steering committee and began researching other law enforcement agencies who had established peer support programs, including U.S. Customs and Border Protection, the U.S. Marshals Service, the Federal Air Marshal Service, and the Drug Enforcement Administration. As a result of their research, the ICE steering committee developed a policy for a support program. They hired clinical advisor Dr. Ken Middleton, a seasoned mental health professional with years of experience working with support programs in law enforcement agencies, to lead their efforts. Together, Dr. Middleton and the steering committee worked with ICE leadership to develop a program that would provide a continuum of support to ICE personnel both before and after a crisis. As a result of their work, former ICE Director John Morton signed the ICE Peer Support Program into policy on February 22, 2013.

The ICE Peer Support Program is an agency-wide, voluntary initiative that trains ICE employees on how to offer assistance and support to their colleagues in times of personal need or following critical or traumatic incidents

such as assaults; hostage situations; suicides; major injuries; direct or indirect involvement in shootings; or threats to life, family, or property.

The program has two main objectives. First, it aims to create a trusting and caring environment, increasing individual employees' personal resilience. Second, it strives to minimize potential negative reactions to trauma and accelerate recovery from abnormal events, notably those that are unique to the law enforcement profession. The program offers employees, and in some cases, their family members, an opportunity to speak with trusted men and women certified to administer support. The program explicitly states that it does not replace psychological treatment or professional employee assistance program services. Rather, it is considered the first step toward getting professional help.

Within two days of the program's launch in 2013, more than 200 ICE employees expressed interest in joining the program as a peer support member. Members selected for the ICE Peer Support Program are chosen based on their responses to a questionnaire, with full endorsement from their chain of command and after an interview. Upon selection, members must successfully complete an intensive two-week training course, including written and oral examinations, where they learn about cognitive, emotional, and physiological responses to trauma and develop the skills to address them. During this course, members are introduced to real-life scenarios and learn how to administer support within 24 hours of a crisis to help individuals avoid long-term negative effects. The training course also exposes members to issues beyond what may traditionally be considered traumatic events, such as proper death notification and suicide prevention, so they are ready to assist with any tragedy or event upon completion of the course.

Once certified, members are required to provide peer services as outlined in the Peer Support Program Handbook, a guidebook outlining member roles and responsibilities. They must also adhere to ethical and conduct standards and confidentiality provisions and comply with quarterly advanced training requirements.

While many peer support programs administer support services only immediately after an incident, the ICE Peer Support Program provides a continuum of support. A large portion of the training focuses on crisis intervention, or help with personal, interpersonal, or work-related issues that, at times, may seem overwhelming. This program ensures that individuals have access to training and resources that prepare them to handle the inherent stresses and potential dangers of the profession, ultimately striving to continue to keep them safe while on the job.

The ICE Peer Support Program teaches its members to understand crisis as a general state of anxiety people experience whenever they believe they cannot solve a particular problem. As a result, the main duty of a peer support member is to administer crisis intervention by attempting to help an affected person regain a sense of control through a structured four-step model:

Step 1: Build and Maintain Rapport: A member initiates contact with individuals who have been affected by a crisis and makes them feel safe.

Step 2: Assessment: A member asks questions that allow individuals affected by a crisis to gain clarity about the situation and what has happened.

Step 3: Action: A member helps individuals decide if there is a course of action about the situation that needs to be taken.

Step 4: Refer to Outside Resources: A member provides affected individuals with additional resources, if needed.

Each step of the model ultimately offers affected individuals skills to help them solve their own problems. Whenever they feel anxiety or a loss of control, they may refer to a peer support member or the resources and tools administered through the ICE Peer Support Program to help them make wise choices in their daily lives. This expanded model of peer support incorporates the concept that making better decisions in daily struggles, with the help of a trusted peer, builds self-confidence and removes the stigma of asking for help, both of which greatly improve an individual's resilience to the traumatic events that law enforcement officials will undoubtedly face.

Since the ICE Peer Support Program launched in 2013, there have been three basic training classes, generating 60 dedicated ICE Peer Support Program members who work vigilantly to administer support to their ICE colleagues in times of personal need and crisis. Five training sessions will be delivered this year, and 125 more members will be added to the roster. The program has made a considerable impact on the ICE community by breaking down barriers that prevent law enforcement professionals from seeking help. Many special agents have reported they would be unlikely to seek assistance from an outsider who might not understand the law enforcement culture, but if they could talk to a trusted coworker who "gets it," who has been trained in crisis intervention, and who offers confidentiality, they would. Because peer support members are fellow special agents and officers, they have the unique ability to relate to the individual in need.

Peer support programs are increasingly considered an important and valued resource, transforming the culture of what it means to ask for help. For organizations seeking to implement a similar program, there are several lessons that can be learned from the success of the ICE Peer Support Program. One of the most crucial steps in ICE's success was hiring a mental health professional with a deep understanding of the law enforcement landscape. Second, by developing messaging that communicated the importance of the ICE Peer Support Program, ICE ensured that employees and prospective members understood the need for such a valuable program. Finally, supportive leadership has been vital for the program's success. ICE leadership understood the intrinsic value and need for the peer support program since its inception and was willing to dedicate significant financial resources to ensure its success.

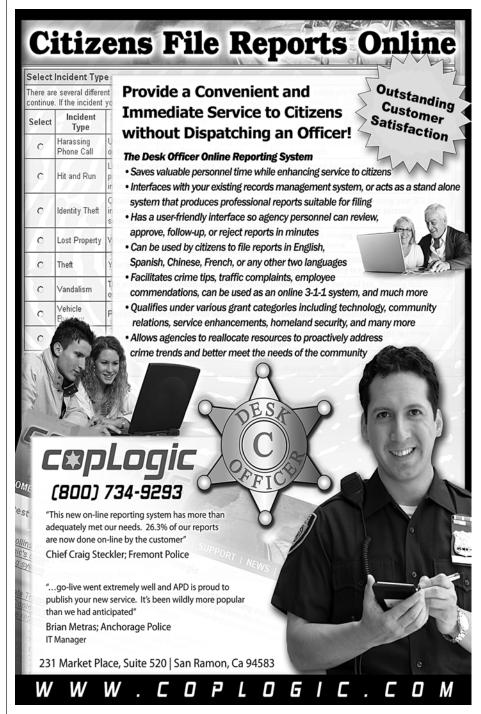
The ICE Peer Support Program is a valuable case study in the importance of prioritizing the mental and emotional health challenges facing the law enforcement profession.

According to HSI Special Agent Juanae Johnson, "Being a member of the ICE Peer Support Program has renewed my passion for my work. When you know your management and leadership are behind you and allocating the resources to support you, you feel secure in what you do."1

The nature of law enforcement work exposes ICE employees to potential emotional and psychological trauma. A profession that requires such bravery also requires increased opportunities for support. While the death of Jaime Zapata was a tragic event in ICE's history, his dedication to the mission of ICE lives on through the ICE

Peer Support Program and its commitment to prioritizing the emotional and mental health of its employees. �

¹Juanae Johnson (Special Agent, Homeland Security Investigations-Houston Office), phone interview,







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RESEARCH

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Considering Officer Developmental Levels as a Component of Individual and Organizational Success

By Mitchell P. Weinzetl, EdD, Chief of Police, Buffalo, Minnesota, Police Department

When law enforcement officers experience failure in a specialty role or task, agency supervisors and administrators often conclude that the responsibility for the failure rests with the individual. Although this is sometimes the case, these failures can also be the result of a misalignment between the complexity of the work assignment and the developmental level of the officer—or a misapplied leadership style that fails to include a structured development and support plan for the individual within that role. These task and role failures can have dramatic consequences for the officer, the agency, and the community it serves. Accordingly, it is in everyone's interests to engage processes that mitigate the potential for such failures.

In the spring of 2013, the author conducted a qualitative research study that examined leadership decision-making practices by chief law enforcement executives in relation to the assignment of personnel to complex tasks and significant organizational roles. The purpose of the study was to assess the need for a new decision-making model that could contribute to more predictable and successful outcomes. The data for this study resulted from in-person interviews of nine police chiefs from law enforcement agencies in the Minneapolis and Saint Paul metropolitan area in Minnesota. The police chiefs equally represented three different agency sizes: small (up to 25 officers), medium (26–50 officers), and large (51–150 officers). The study was conducted through a dual theoretical framework that engaged the components of Hersey and Blanchard's situational leadership model and the constructive stage development theory of Robert Kegan.1

Successful application of contingency leadership models (like situational leadership) relies on assessment and cross-consideration of two important elements. Those elements

include the demands and expectations of the proposed task or role and the developmental level (or readiness) of the individual to perform the task or role.² When this type of analysis occurs, supervisors can apply a leadership style and level of support that matches the needs of the individual within the given assignment. Unfortunately, law enforcement agencies often do not conduct this type of intentional analysis, particularly in relation to officer development and readiness, and operational failure is a common result.

Constructive stage development is a theory that explains and compartmentalizes individual developmental levels in a progressive fashion, based on how individuals understand and interact with the world around them. Leaders can apply this type of analysis in assessing the capabilities of officers in relation to their work. Research shows that those with higher developmental levels are generally more capable of managing complex tasks, while those with lower levels require more assistance in order to be successful.³ Understanding these variances can be significant in contributing to individual and organizational success.

A thorough analysis of the research and data that emerged from this study led to the identification of four potential gaps in executive decision making relative to specialty roles or task assignments. The current processes in use often include

- an overreliance on subjective data, and subjective interpretation of those data, in assessing officers for specialty roles or tasks;
- a lack of categorization or consideration of officer developmental levels;
- processes that typically do not identify key performance areas for tasks and work assignments, including consideration of those performance expectations in relation to the developmental level of the officer; and
- processes that do not include the creation of a specific development, guidance, and monitoring plan in relation to the assignment.

Action Items

To improve the potential for success when making specialty work assignment decisions, leaders should take the following steps:

- Assess and understand the development and capability level of each officer within their agencies (on a continuous basis);
- Identify the key performance areas associated with each major task or specialty work assignment within their agencies;
- Examine and compare officer development and skill levels against current and future work assignments;
- · Create a development and support plan for each significant task or specialty assignment for each officer.

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Effective contingency-style leadership requires that leaders thoughtfully examine the proposed task or role in relation to the developmental level of the individual under consideration. Through this type of analysis, leaders can uncover any areas of growth or support needed for the officer or other potential barriers or obstacles, and this knowledge can provide the basis to identify the proper leadership style and the requisite level of monitoring and support. By engaging in this process, leaders can improve the predictability for success in these assignments. �

¹Paul Hersey and Ken Blanchard, "Grid Principles and Situationalism: Both! A Response to Blake and Mouton," Group & Organization Management 7, no. 2

Dr. Mitchell Weinzetl has been a police officer for more than 26 years. He has 20 years of formal leadership experience in law enforcement, 17 of which have been as a chief of police. He has an Associate of Applied Science degree in law enforcement, a bachelor's degree in Organizational Management and Communication, a master's degree in Organizational Management, and a doctorate in Higher Education and Adult Learning. Dr. Weinzetl has served on several boards of directors on the local, state, and federal level. He is a past president of the Minnesota Chiefs of Police Association, and he is the author of Acting Out—Outlining Specific Behaviors and Actions for Effective Leadership, as well as several journal articles. Dr. Weinzetl has been a presenter at the IACP annual conference, and he serves as an adjunct faculty member for the International Association of Chiefs of Police Leading by Legacy program.

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²Kegan, In Over Our Heads.

³Karl W. Kuhnert and Philip Lewis, "Transactional and Transformational Leadership: A Constructive/Developmental Analysis," *Academy of Management Review* 12, no. 4 (October 1987): 648–57; David Rooke and William R. Torbert, "Organizational Transformation as a Function of CEOs Developmental Stage," *Organization Development Journal* 16, no. 1 (1998): 11–28; David Rooke and William R. Torbert, "Seven Transformations of Leadership," *Harvard Business Review* 83, no. 4 (April 2005): 66–76.



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CHIEF'S COUNSEL

Civil Rights Liability for Damaging Property during Warrant Executions

By John M. (Jack) Collins, General Counsel, Massachusetts Chiefs of Police Association

Courts recognize that in executing a warrant, officers must, on occasion, damage property in order to perform their duties. In fact, some amount of damage is almost expected when executing a "no-knock" warrant. Even the U.S. Supreme Court noted that a reasonable suspicion of exigent circumstances warrants a no-knock entry by police officers to execute a search warrant, even if forced entry is required, which may result in damages to the premises. However, if the amount of damage to a target's property is excessive or results from malicious intent, constitutional and other claims may arise.

No-Knock Warrants

Ironically, one of the justifications for no-knock warrants is their ability to help reduce the amount of property damage that might otherwise result when the police attempt to execute a search or arrest warrant. However, echoing courts from across the United States, the Massachusetts Supreme Judicial Court noted that the reason for the knock and announce rule is the desirability of "decreasing the potential for violence [initiated by residents in response to a sudden and unexpected invasion of their premises, provoking further retaliatory violence by the police], protection of privacy, and the prevention of unnecessary damage to homes."³

Even if not constitutionally required, many courts agree that the presence or absence of an announcement is a factor considered in determining the reasonableness of a search and that a no-knock search must be reasonable. A statutory violation in Oregon, for example, rises to the magnitude of a constitutional infringement only if an intrusion violates both the interest in protecting persons who might be injured by violent resistance to unannounced entries and the interest in protecting the householder's right to privacy. 5

The U.S. statute on property damage during warrant executions provides that officers may break open any outer or inner door or window of a house or any part of a house, or anything

therein, to execute a federal search warrant if, after notice of their authority and purpose, the officers are refused admittance. However, this is still subject to an exigent circumstances exception.

Excessive Force

The Fourth Amendment and its counterparts under various state constitutions protect against unreasonable searches and seizures. In *U.S. v. Ramirez*, the U.S. Supreme Court ruled that an evaluation of the reasonableness of a no-knock entry "in no way depends on whether police must destroy property in order to enter."8 In that case, the court concluded that officers who broke a window of the defendant's garage during the execution of a search warrant did not violate the U.S. statute authorizing an officer to damage property in executing a search warrant under certain circumstances, given that the officers had a reasonable suspicion of danger arising from knocking and announcing their presence and acted reasonably in breaking the window to discourage any occupant from rushing to weapons that the officers believed to be in

Some courts have suggested that the Fourth Amendment requires that police satisfy a higher standard of exigency when a no-knock entry results in the destruction of property. In the 1991 case of *U.S. v. Becker*, the Ninth Circuit held that a mild exigency can justify entry if such entry can be done without property destruction, but more specific inferences of exigency are necessary to justify physical destruction of property. A California state court, noting that a battering ram could cause significant structural damage leading to a collapse, held that a magistrate's prior approval was needed to employ a battering ram. 11

The examples discussed, as well as other court cases on the topic, seem to reinforce the likelihood that a court will look at the totality of the circumstances before deciding if the police acted reasonably. When the police expect to find firearms inside a residence or location, the perceived need for the use of force is often heightened. For example, a U.S. federal court found that officers in Puerto Rico were reasonable in threatening to knock down the door of a female officer given that they were in the midst of executing a search warrant where they

expected to find firearms.¹² The court explained that the reasonableness of a particular use of force must be judged from the perspective of a reasonable officer on the scene, rather than with 20/20 hindsight, and the defendant's "protestation that she was not treated with the courtesy she expected from her fellow police officers does not make their actions unreasonable." ¹¹³

Liability for Damage

Although the bulk of any damage claims can be expected to focus on the breaking done by officers initially to gain entrance, in some cases the damages may result from the manner in which a search is conducted. It is even possible that officers will accidentally damage a person's home or other property during the course of executing a warrant.

Even in instances of minimal property damage, some individuals have claimed that the failure of the police to knock and announce their presence when required to do so amounts to a deprivation of the citizen's constitutional rights. As a remedy, they have sought not only suppression of any evidence seized, but also monetary awards and attorneys' fees under \$1983.

In the absence of a no-knock warrant, if officers fail to knock and announce and use force to enter, courts will review the facts of the case to determine whether such entry was justified based on the facts known to the officers at the time, even if the magistrate refused to issue a no-knock warrant.¹⁴

In a 2013 case from the Second Circuit, the issue of whether a deputy sheriff violated an owner's Fourth Amendment rights by shooting her family's dog during the execution of a no-knock search warrant of her home was for the jury to decide in the owner's §1983 action, even if the officers theoretically could have used pepper spray, a Taser-like device, or a catch pole, where there was no evidence that any non-lethal means of controlling the dog would have allowed officers to quickly enter the home and safely and effectively execute the no-knock warrant, and officers testified that non-lethal methods would not have been effective in this particular case.¹⁵

Officers need to check their state tort law for additional remedies. The Federal Tort Claims Act, 28 *U.S.C.A.* § 2680(h), creates a right

of action for torts committed by federal officers during the unreasonable execution of a search warrant.

Civil Rights Claims?

Many claims of excessive force in the execution of search warrants find their way to courts by way of civil actions alleging violations of 18 U.S.C.A. § 1983, the Federal Civil Rights Act. While the vast majority involve alleged excessive force against an individual, the same legal principles-especially reasonablenesswould seem to apply when a court analyzes claims that excessive force was used against a person's property.

Not every violation of the applicable statute will support a civil rights claim. As discussed above, the U.S. Supreme Court noted that the applicability, in a given instance, of the exigent circumstances exception of the federal statute is measured by the same standard used to determine whether exigent circumstances justify a no-knock entry under the Fourth Amendment of the U.S. Constitution.¹⁶ A statutory violation rises to the magnitude of a constitutional infringement only if an intrusion violates both the interest in protecting persons who might be injured by violent resistance to unannounced entries and the interest in protecting the householder's right to privacy. 17 "The mere fact that property was damaged in the course of executing [a] warrant does not establish a constitutional violation."18

If the actions of the targets of the warrant led to at least part of the excessive property damage, a civil rights claim may be more difficult to sustain, since in order to succeed in a §1983 action, plaintiffs must prove that defendants' actions were a cause in fact or a proximate cause of their injury.¹⁹

Recommendations

Whenever the police damage a person's home or commercial property, it is unlikely that a person's property insurance will cover such damages; thus, the individual is likely to look for some compensation to cover the cost of repairs.²⁰ In most cases, paying for the cost of repairing doors or locks is less than the attorneys' fees to contest the claim. The problem comes when the damage is extensive and allegedly exceeds the legitimate objectives anticipated by the magistrate who issued the warrant. In such cases, especially when there is intentional or excessive destruction, a civil rights claim might result, seeking a host of damages and attorneys' fees.

Chiefs should be sure their departmental policies and training reflect constitutional standards for conducting warrant executions and that supervisors are prepared and willing to help ensure officers do not violate citizens' rights or excessively damage their property when executing a warrant.

As with so many situations confronting police officers, documentation is the key to avoiding claims of failure to train or supervise. Courts and juries are likely to expect all departments to maintain the same level of recordkeeping as regional SWAT or other LEC-based teams. To paraphrase an expression all officers learned at an academy, "If it is not in your report, it didn't happen!" *

¹Clark v. Fiske, No. SA-05-CA-0485-FB, slip. op. at *3, 2005 WL 3617731 (W.D.Tex. 2005) citing Dalia v. United States, 441 U.S. 238, 258 (1979).

²U.S. v. Banks, 540 U.S. 31, 124 S. Ct. 521, 157 L. Ed.

³Commonwealth v. Cundriff, 382 Mass. 137, 415 N.E.2d 172 (1980). See also, State v. Rockford, 213 N.J. 424, 64 A.3d 514 (2013).

⁴Green v. Butler, 420 F.3d 689 (7th Cir. 2005); People v. Fonville, 158 Ill. App. 3d 676, 110 Ill. Dec. 935, 511 N.E.2d 1255 (4th Dist. 1987); U.S. v. Singer, 943 F.2d 758 (7th Cir. 1991).

⁵State v. Tweed, 62 Or. App. 711, 663 P.2d 38 (1983). 618 U.S.C.A. § 3109.

⁷U.S. v. Banks, 540 U.S. 31, 124 S. Ct. 521, 157 L. Ed. 2d 343 (2003); State v. Ochadleus, 2005 MT 88, 326 Mont. 441, 110 P.3d 448 (2005).

8U.S. v. Ramirez, 523 U.S. 65, 118 S. Ct. 992, 996, 140 L. Ed. 2d 191 (1998).

¹⁰U.S. v. Becker, 929 F.2d 442 (9th Cir. 1991). ¹¹Langford v. Superior Court, 43 Cal. 3d 21, 233 Cal. Rptr. 387, 729 P.2d 822 (1987).

¹²Rosario-Franqui v. Negron-Vazquez, 106 F. Supp. 2d 194, 197 (D.P.R. 2000).

¹³Id., see also Marcilis v. Township of Redford, 693 F.3d 589 (6th Cir. 2012).

14Richards v. Wisconsin, 520 U.S. 385, at 394117 S. Ct. 1416 at 1421-1422 (1997).

¹⁵Federal Rules of Civil Procedure, Rule 50(a), 28 U.S.C.A. § 2680 Carroll v. County of Monroe, 712 F.3d 649

16U.S. v. Ramirez, 523 U.S. 65, 118 S. Ct. 992, 140 L. Ed. 2d 191 (1998).

¹⁷State v. Tweed, 62 Or. App. 711, 663 P.2d 38 (1983). ¹⁸Clark v. Fiske, No. SA-05-CA-0485-FB, slip. op. at *3, 2005 WL 3617731 (W.D.Tex.2005).

¹⁹See Collins v. City Harker Heights, 503 U.S. 115, 112 S. Ct. 1061, 117 L.Ed.2d 261 (1992).

²⁰See Alton v. Manufacturers And Merchants Mutual Insurance Company, 416 Mass. 611, 624 N.E.2d 545 (1993).

We want to know what you think!

Send a letter to Police Chief by emailing letters@theiacp.org, and you may see it in a future issue.





FROM THE DIRECTOR

Community Policing—Building Public Trust across the United States

By Ronald L. Davis, Director, Office of Community Oriented Policing Services, U.S. Department of Justice



One of the great opportunities that comes with being the director of the COPS Office is traveling around the United States to meet with local, state, and tribal law enforcement professionals and leaders and to see firsthand how they incorporate community policing into their organization and their daily activities. In April, I took a unique road trip through six cities in five states. As I travelled to California, Texas, Colorado, Nevada, and finally, Washington State, I saw the relevance of community policing to overall public safety and national security become more and more evident with each stop.

Those readers who follow @COPSOffice on Twitter already know that the agencies and communities I visited and the events I attended were incredibly diverse: I started in Oakland, California, where I attended a National League of Cities "City Leadership to Promote Black Male Achievement" technical assistance cross-site convening meeting. From there, I went on to Fort Worth, Texas, to converse with the IACP Executive Committee. Then, I joined Chief Yost Zakhary, the IACP president, in visiting Woodway, Texas, for a presentation on the Midway Independent School District (ISD) comprehensive school safety program. Next, I had the honor of presenting the COPS Office 2013 Sutin Award to the Vail, Colorado, Police Department, and their nonprofit partner, Catholic Charities, for their innovative immigrant outreach program. In Las Vegas, Nevada, I joined Congressman Steve Horsford, Sheriff Douglas Gillespie, and law enforcement and community leaders from that area for a roundtable discussion and town hall meeting on public trust and policingthen, I flew from there to Seattle, Washington, to meet with Mayor Ed Murray and Interim-Police Chief Harry Bailey to discuss technical assistance available from the COPS Office.

My observations during the trip reinforced the notion that community policing is not just a program, nor is it something that works only in some places or at some times or is useful only for police agencies of a certain size. One of the most unique characteristics of U.S. policing is the diversity of the more than 17,000 law enforcement agencies that compose the profession. Whether an agency has one officer or deputy or 40,000 sworn members and whether it is urban or rural, every agency can benefit from adopting community policing as its core operational philosophy. This was evident as

Whether an agency has one officer or deputy or 40,000 sworn members and whether it is urban or rural, every agency can benefit from adopting community policing as its core operational philosophy.

I travelled from site to site. For example, in Oakland, leaders from 11 cities throughout the United States focused on using community policing to build trust in communities of color as an essential part of the National League of Cities' Black Male Achievement initiative. In Fort Worth, IACP leaders discussed everything from the association president's My Brother's Keeper initiative to intelligence gathering and national security, and, in each discussion, the focus remained on collaboration and building

trust. In Woodway, law enforcement leaders and school officials from that region discussed how to enhance school safety through building trust and collaboration with students, school officials, and the police—and not through punitive disciplinary policies that contribute to the school-to-prison pipeline. In Vail, law enforcement leaders from Eagle County met and focused on building trust with the immigrant communities that seek opportunity in the mountain resort town. In Las Vegas and Seattle, police and city leaders are working together to build public trust and confidence in the community and transform their departments into models of constitutional policing and procedural justice.

My travels also revealed that progressive and creative leadership is not simply based on the size of an agency or the level of crime it faces. The leadership I witnessed during my trip came from agencies of all sizes-from leaders tackling significant gang violence to leaders working in a resort community with low crime. These communities represent the diversity of the United States and the strength of U.S. policing and serve as examples of what community policing can and does accomplish. I have returned from my road trip more confident than ever that the advancement of community policing is the key strategy for improving public safety and security in this nation. We at the COPS Office look forward to continuing to support your work and to share your successes so that together we can help the field advance the field. �

Visit www.cops.usdoj.gov to learn more about COPS and to find resources, training, news, and funding opportunities related to community policing.

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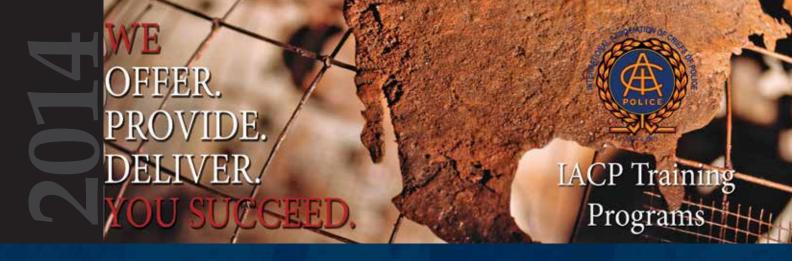
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Registration for this Institute cannot be accomplished online. To register and for more information, please contact Laura Renenger at 703-836-6767 x274 or renenger@theiacp.org.



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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.

Cellebrite Research Reveals Top Trends Shaping Mobile Forensics: Multi-Device, Field Analysis, Social Evidence, Big Data, and Malware

Cellebrite surveyed its customer base and conducted interviews with leading mobile forensic experts and analysts spanning the industry. According to the research, the following trends will directly shape mobile forensics in the months to come:

- 1. Consumers increasingly rely on multiple devices: Investigators are likely to find themselves analyzing data from more than one cellular phone, tablet, GPS device, and other mobile media, not just per case, but also per person. As a result, mobile forensic investigations have outpaced computer forensics, with the ratio increasing by as much as threefold over the past three years. "This trend shows that as mobile devices become more powerful and easier to use, more people depend on them to manage different aspects of their work and personal lives," said Cindy Murphy, a detective with the Madison, Wisconsin, Police Department. "That means that investigators need ways to manage multiple sources of data to obtain a full picture of each person's life, in the time frame that they need the information most."
- 2. Extraction and analysis go local, shifting from the lab to the field: Due to the rapid increase in mobile device evidence, law enforcement agencies can no longer rely solely on forensic labs at the state and federal levels. Whether as part of a search incident to arrest, the forensic preview of digital media during execution of a search warrant, or a consent to search while evaluating a complaint, almost 44 percent of survey respondents now extract mobile data in the field. "Digital forensics is becoming democratized," said Detective Sergeant Peter Salter of the Police Service of Northern Ireland eCrime Unit. "Specialized expertise will always be an important strategic element within overall capability to produce robust evidence for court. However, specialists and case investigators alike both benefit from having the capability to examine exhibits locally and on the front line. Within agreed procedures, this approach enables

- investigators to determine which exhibits require more in-depth investigation, as well as provide frontline investigators with rapid, controlled access to digital evidence in order to inform their critical decision making."
- 3. Mobile evidence gets social, data sources diversify: There are approximately 1.19 billion active users on Facebook, 300 billion tweets sent on Twitter monthly, and 16 billion photos shared on Instagram monthly. Additionally, 2013 saw more than 100 billion downloads of mobile applications. The result? Data living in social applications has become critically important as the number of criminal investigations involving data collected from these applications rose significantly. Cellebrite's survey revealed that 77 percent of respondents believed that mobile apps were the most critical data source, followed by the cloud at 71 percent. "Documenting different communication channels that are part of a crime [e.g., Facebook and YouTube], as well as those that can lead to new witnesses, victims, suspects, and alternate perpetrators is becoming more important," said John Carney, Chief Technology Officer at Carney Forensics. "It is necessary to contextualize mobile device data with social data from people's online personas."
- 4. Big data and focused analytics: With the amount of digital evidence growing from gigabytes to terabytes in many cases, data analytics becomes even more crucial in understanding mobile evidence. Investigators need to be able to separate relevant data from the inconsequential, and then easily understand and explain the differences to themselves, colleagues, barristers or attorneys and jurors. "The ability to visualize timelines, geographical locations, and content can make all the difference in how jurors, barristers and attorneys, and others perceive the relevance of data we extract," said Simon Lang, Digital Forensic Manager with SYTECH.
- 5. Mobile malware impacts civil and criminal investigations: In 2013, Cellebrite's panel of industry experts predicted a rise in mobile malware and the resulting need for forensics examiners to understand how to

recognize and analyze it together with other evidence. "Malware as a factor in fraud, intimate partner abuse, theft of intellectual property and trade secrets, and other crimes is something that all investigators will need to consider with every mobile device they encounter," said Carlos Cajigas, Training Director and Senior Forensic Examiner with EPYX Forensics. "Training and practical experience are necessary to develop the level of proficiency investigators need to make these assessments."

For more information, visit www.cellebrite .com/mobile-forensics.

Architects Design Group Completes Design for Sarasota County Public Safety, **EOC and 9-1-1 Communications Facility**

Architects Design Group (ADG), in association with Fleischman Garcia Architects, completed the construction documents for the new 40,000 sq. ft. Sarasota County Public Safety, Emergency Operations Center (EOC), and 9-1-1 Communications facility.

County officials, communications and emergency management staff, and community representatives gathered to celebrate the groundbreaking for the new facility on Monday, December 9, 2013, and the project is now under

"This is truly a joyous occasion, especially for the many of us here who have been involved in the planning, designing, and, now, construction of this facility," said Commissioner Carolyn J. Mason, chair of the Board of County Commissioners.

The project has been something the county has been planning for a number of years once it learned that the Sarasota County Administration Center on Ringling Boulevard, where an EOC had been constructed on the sixth floor, could not withstand a hurricane stronger than a Category 3. The new facility will be built to withstand Category 5 hurricane winds with fully duplicated utilities and communications networks to ensure that government services can continue during significant events.

Adjacent to the facility will be the communications tower, enabling the EOC staff to communicate with bordering counties and local partners before, during, and following a major disaster that impacts the community.

The new facility will provide the county with a state-of-the-art building, including 40,000 square feet to house the EOC, 9-1-1 Emergency Communications, 3-1-1 Call Center, and sheriff's and fire administration training areas.

The facility is programmed to provide for current space needs, with provisions for future expansion to meet the 2030 needs. In addition, the facility has been designed to withstand winds of up to 253 mph, allowing county staff to remain operational during and 72 hours after an emergency event.

Consistent with the county's goals for sustainable design and LEED Silver certification, ADG's design includes automated building systems controls for lighting and HVAC and water-conserving and low-flow metered fixtures. Proposed energy-efficient construction is to include thermally efficient glazing assemblies and envelope design. In addition, stormwater management systems utilize bioswales, and native plant species are used in landscape areas.

The success of the project was due in part to the inclusive process of gathering the needs and perspectives of all stakeholders, including user groups, management staff, elected officials, and other Florida agencies who have built similar facilities.

The facility is scheduled to open prior to the 2015 hurricane season.

For more information, visit www.adgusa.org.

Fort Worth PD Now Leads the Nation with a Total of 615 AXON Flex Cameras

EVIDENCE.com, a business unit of TASER, announced the order of 400 of AXON flex bodyworn video cameras (including 20 free spares) with five years of EVIDENCE.com service by Fort Worth, Texas, Police Department. This order was received and expected to ship in the first half of 2014.

"The Fort Worth Police Department has added another 400 AXON flex cameras to their inventory of 195 previously purchased AXON cameras," said Fort Worth Chief Jeffrey W. Halstead. "With more than 600 cameras to be deployed in the near future, we realize this technology is a game changer for all of law enforcement. We have built a stronger foundation of public trust while making our profession more transparent for our citizens. This technology has proven to be invaluable for our officers. Utilizing EVIDENCE.com as the cloud storage solution provides safety and security of the evidence that is unmatched."

AXON camera systems have seen a reduction in use of force and a reduction in complaints. A Cambridge University study on AXON flex cameras has proven the benefits of on-officer video. Law enforcement partners have also deployed TASER's cloud-based EVIDENCE. com system, which offers the most cost-effective method of implementing their program.

For more information, visit www.TASER .com and www.EVIDENCE.com.

IACP WORKING FOR YOU

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

Enhancing Law Enforcement Response to Victims

IACP, in partnership with the Office of Victims of Crime (OVC), has developed a strategy to help law enforcement agencies improve their response to victims of crime. A strong focus is placed on promoting procedural justice and fairness in reaching underserved and unserved populations as identified in the community, such as immigrant victims, LGBTQ victims, sexual assault victims, victims of human trafficking, and many victims who often do not identify themselves as crime victims, such as young men and boys of color.

The strategy has been successfully tested at three pilot agencies, and the IACP has developed the Strategy Package to provide resources, tools, and guidance for agencies who are interested in implementing this updated strategy. The package includes four volumes: 21st Century Strategy, Implementation Guide, Resource Toolkit, and Training Supplemental. These are available online to all law enforcement agencies, free of charge.

To learn more about the new strategy or to access the Strategy Packet, visit http://www .responsetovictims.org.

IACP New Police Chief Mentoring Project

The IACP New Police Chief Mentoring Project is a cost-free professional development opportunity and includes complimentary resources to assist experienced and newer chiefs. This project matches experienced mentor chiefs with newer chiefs for three to six months of formal mentoring, supported by the Mentoring Project team. This is a valuable opportunity that helps to connect smaller and tribal police executives to meet the unique challenges they face.

Mentors work to guide newer chiefs to solutions to problems that will work in their respective jurisdictions. Mentors provide support and assistance in accessing available support systems and obtaining needed resources. Together they review and discuss problem areas, set goals, develop plans of action, and establish timelines for meeting the goals.

The Discover Policing Mentoring Center is the home of an online profile database, which allows current and future law enforcement professionals to search for mentors or mentees.

Learn more about the Mentoring Project at http://www.theiacp.org/Mentoring -Services or sign up as a mentor or mentee at http://mentorboard.jobtarget.com/dpo.

New Guidelines from IACP Police Psychological Services Section

The IACP Police Psychological Services Section recently released two newly revised sets of guidelines. IACP's Psychological Services Section is made up of more than 200 psychologists and acts as a resource to the IACP on issues in assessment, counseling, consultation, and operational assistance.

The Psychological Fitness-for-Duty Evaluation Guidelines was developed to educate and inform public safety agencies and executives who request fitness-for-duty evaluations and the examiners who perform them. A psychological fitness-for-duty examination is a formal, specialized examination of an employee to determine whether the employee is able to safely and effectively perform his or her essential job functions.

Officer-Involved Shooting Guidelines provides recommendations to public safety agencies, executives, and those who provide mental health services to prepare for and respond to the health and well-being of law enforcement personnel following an officer-involved shooting. Many of the recommendations in these guidelines are applicable not only to officer-involved shootings, but also to other potentially distressing critical incidents.

These new guidelines, as well as several other psychological-related guideline documents, can be found at http://www.theiacp.org/psych_services_section. �

For more information, contact Kim Kohlhepp, Staff Liaison at kohlheppk@theiacp.org.

DISPATCH

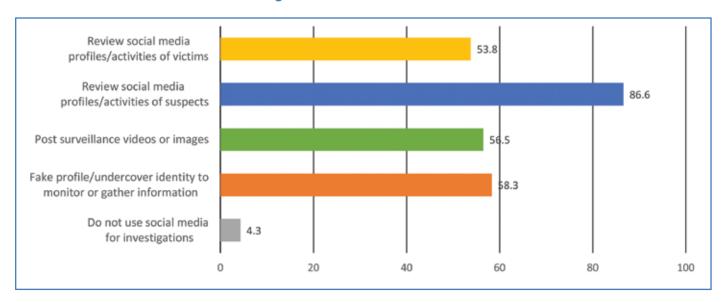
Police Chief knows that many of the best ideas and insights come from IACP members who serve their communities every day. The Dispatch is an opportunity for members and other readers to share their wisdom, thoughts, and input on policing and the magazine.

MEMBERS SPEAK OUT

Law Enforcement and Social Media

IACP's Center for Social Media conducted a survey of 500 U.S. police agencies on their experiences, practices, and issues concerning social media. Access the full survey and other resources at www.iacpsocialmedia.org.

Social Media as a Social Media Investigative Use



By the Numbers

of the agencies surveyed use social media.

57.1% of agencies not currently as: are considering its adoption. of agencies not currently using social media

69.4% of agencies surveyed have a social media policy and an additional 14.3% are in the process of crafting a policy.

FROM OUR READERS

Did an article stir your interest or remind you of your own experiences?

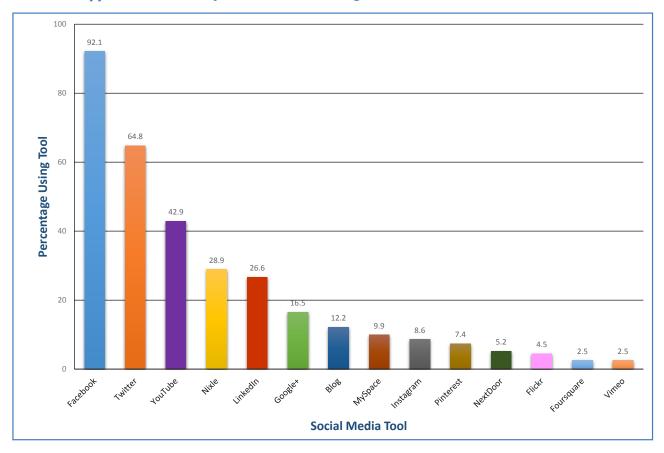
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Social Media Applications Used by Law Enforcement Agencies



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Remote Biometrics Empower San Diego Officers

n Oceanside, California, on October 7, 2013, the police responded to a report of an assault on a bus driver. The suspect had brutally attacked the driver and passengers, sexually assaulting a female commuter. He did not have any identification on him and refused to cooperate when asked to provide his full name.

One of the responding police officers photographed the suspect using his ARJIS smartphone and submitted it to the Automated Regional Justice Information System (ARJIS) mobile facial recognition program. Despite the suspect's attempt to conceal his identity, it was verified within minutes that the suspect was a wanted felon and a sex registrant with prior felony convictions for child molestation. In this case, the use of facial recognition was instrumental in capturing a dangerous felon who had evaded law enforcement for 18 months.1

In addition, recent conflicts among Mexican drug trafficking organizations along the California-Mexico border have contributed to an increase in violent crimes, such as homicides, kidnappings, and robberies. The escalating drug wars and related gang activity pose a threat to officers responding to border crimes. Task force members from a variety of local, state, and federal agencies operate in high-risk environments when investigating crimes along the border. They may not be acquainted with the people and locations related to the criminal activity and often operate in rugged terrain or on foot. In these cases, a mobile biometrics tool is critical where immediate identification is crucial to ensure officer safety.

These are just two examples of officers' or investigators' daily duties requiring timely subject identification and verification of legal status: Wanted? Armed? Parolee? Mobile biometrics systems such as the ARJIS Mobile, used by 82 partner agencies in the San

Diego, California, region, assist with identifications by developing a secure real-time mobile platform for the field.

The History of ARJIS

ARJIS, a Joint Powers Agency originally established in 1980 under the aegis of the San Diego Association of Governments, is the information sharing hub in San Diego County for 82 local, state, and federal agencies, and it offers a multifaceted, interconnected system with several user-friendly software tools accessible from desktop PCs, mobile computers, and handheld smartphones and tablets. ARJIS's membership comprises over 9,000 authorized personnel across multiple jurisdictions and disciplines, and its mission is to provide the right information to the right people at the right time and ensure officer and public safety throughout the San

Over the years, ARJIS has deployed a combination of commercially available and in-house applications, which are available on the secure, law enforcement-only ARJIS portal. The portal is accessible by authorized agencies and users via protected access through the ARJISnet secure network. There are also links to other useful law enforcement applications that are hosted by various county, state, and federal entities. By providing this robust set of software tools, ARJIS assists officers and investigators by allowing them to efficiently query various regional, state, and federal data sets for subject information and case leads. The ARJIS suite of tools provides tactical searches, crime analysis, Uniform Crime Reporting, mapping, and several other enterprise applications. ARJIS continually seeks to expand capabilities, with a focus on field access, often partnering with other agencies and entities to assist with this mission.



By Pamela Scanlon, Executive **Director, Automated Regional Justice Information System** (ARJIS)

ARJIS Mobile

Traditionally, when officers were working in the field, they relied on radio communications with their dispatchers or in-vehicle mobile computers to obtain status information (e.g., driver's license, local, NCIC warrants, parole, and probation). While radio communications have been a vital component of policing, information transmittal has always been significantly limited. The ARJIS Mobile applications resulted in a paradigm shift for officers accessing data in the field, as noted by a patrol officer from the San Diego County Sheriff's Santee Station:

When the Inquiry Desk is busy (as it often is), the mobile device allows for faster inquiries of a stopped subject's criminal history, warrant status, and probation/ parole status. This quick return of information benefits officer safety. Without a doubt, this is the most useful technological tool I have ever used during my career. If more officers had access to similar devices in the field. I am certain it would make a profound impact on how we conduct business.2

In 2012, ARJIS began the process of reviewing mobile technology for Apple and Android devices, as Windows Mobile phones were becoming obsolete. At the time,

neither, Android nor Apple were approved for access to Criminal Justice Information System (CJIS) data; however, the Android platform was more open for development.

Mobile Security

ARJIS did address and meet the FBI CJIS security policies by using Samsung mobile devices, which were certified FIPS 140.2, coupled with antivirus, a custom-built firewall, and mobile device management (MDM) software. The ARJIS mobile platform currently provides a set of statically assigned IP address blocks to each regional agency, and, working with the mobile data partners, ARJIS has established an MPN (Mobile Provider Network).

The MPN solution provides the ability for any ARJIS MPN-configured device to directly connect and route data from the mobile device, to the carrier's cellular tower and straight through to the ARJIS network without interruption. ARJIS uses statically assigned IP addresses to address any potential security concerns and maintain the most complete control over the network and data security, including the ability to control the flow of Internet and outside traffic to the device.

The several layers of security allow ARJIS to stop, re-route, or terminate service to any one agency at any time, while continuing to provide service to other participating agencies. Since ARJIS is responsible for device configuration and IP assignment, it is able to immediately suspend or terminate a device within seconds, without relying on mobile carriers to make changes.

To further ensure the security of the mobile devices used by officers in the network, ARJIS is developing an Android screen unlock application, which uses advanced authentication to unlock the device. ARJIS is the first to utilize this feature, which combines the ARJIS username, password, and one of several other factors, including Near Field Communication (NFC), hardware token, one-time password, PIN, or similar information to increase security.

ARJIS is currently enhancing the development of its enterprise law enforcement mobile applications for deployment across multiple operating system platforms. This capability will provide ARJIS developers with a studio platform for creating applications then compiling them across multiple operating systems simultaneously (Android, IOS, Windows Mobile) with a click of the mouse. The solution would also provide a means for creating a public safety enterprise app store (similar to Google Play or iTunes), where the applications could be deployed directly to registered devices with or without user intervention.

ARJIS Mobile is composed of the following applications.

State, Regional, and Federal Enterprise Retrieval System (SRFERS)

SRFERS was initially developed for the desktop PC as a federated query tool for tactical use. A name, ID, license plate, and/or VIN query is sent to multiple local, state, and federal databases simultaneously, and the results include status and incident-based information. California Department of Motor Vehicles, Department of Justice Hot Files, San Diego County Local Warrants, California Parole records, Immigration and Customs Enforcement records, NLETS, and Officer Notification System records make up the bulk of the currently available status data, while San Diego County law enforcement incidents-oriented information includes crime case reports, arrests, bookings, field interviews, traffic accidents, citations, and license plate reads.

Also available through NLETS are license plate reads from the U.S. border crossings (via the National Insurance Crime Bureau) and asset recovery license plate reads (via the National Vehicle Location Service). Adjustments in the SRFERS interface led to a web-based application version for mobile devices.

In a three-month period, a single border patrol agent used his ARJIS Mobile device to assist in arresting 10 subjects with active warrants, identifying 25 subjects participating in gang activity, recovering several stolen vehicles, and conducting multiple investigations at military and maritime facilities.3

Annually, the SRFERS application is queried over 1.4 million times by the 82 participating agencies and has proved helpful in multiple situations. For instance, a casino contacted the San Diego Sheriff's Department when they noticed a customer engaging in laundering money. The investigator found multiple hits in SRFERS on a vehicle matching the suspect's vehicle description. The investigator obtained a driver's license photo of the registered owner and compared this photo with the security footage at the casino to confirm it was the same subject. The investigator also noticed the photo of the subject matched surveillance photos obtained during a series of bank robberies—it is believed the subject was using the casino slot machines to "trade in" the bank robbery money for untraceable currency.4

Tactical Identification System (TACIDS)

A National Institute of Justice technology grant enabled ARJIS to research, test, and implement an Android mobile application that assists officers with identifying subjects. The Tactical Identification System (TACIDS) allows an officer to use a smartphone to photograph an individual, and the image is instantly compared to the local booking database (currently about 1.4 million images). Potential matches are

returned within 10-15 seconds, and, if the officer determines that there is a visual match to one of the candidates, the probe image and file images can be viewed sideby-side to further assist the officer in determining whether there is an actual match. The metadata from the booking records are displayed along with the images to assist the officer in identifying the individual.

To date there are more than 600 registered TACIDS users representing 27 agencies. Over 10,000 image submittals have resulted in approximately 3,000 potential matches. Many of these matches resulted in the arrests of persons who were not truthful about their identities and were also wanted felons and/or parolees at large, as evidenced by the below experience of an Escondido, California, investigator.

On December 13, 2013, my partner and I observed a male walking into the liquor store. The male matched the description of a subject who was involved in a series of armed robberies (firearm) in the city of Escondido [California]. The same subject had two active felony warrants for his arrest and was believed to be armed and dangerous. We detained the subject as he exited the liquor store based on his matching the description of the wanted subject. The male did not have any form of identification on him. With the use of the TACIDS program I was able to identify the male as the suspect in these robberies. The photo match showed up before police communications could pro*vide a return on the priors for the subject.*⁵

TACIDS has also been instrumental in the identification of three deceased individuals, as well as numerous transients. The San Diego Police Department's Homeless Outreach Team has found ARJIS Mobile to be extremely helpful in quickly identifying homeless individuals, resulting in improved efficiency in providing much needed services.

Automated Field Interview (AFI)

Officer feedback identified a need for an Automated Field Interview (AFI) application, particularly for task force officers, to capture criminal activity and photos from the field. A needs assessment identified the requirement for the officers to be able to auto-populate the field Interview with the person's demographic data from the SRFERS search results, a geographical location, and date and time stamp. This capability results in more accurate data and photos, while eliminating the need for manual entry.

ARJIS modified the search capability of SRFERS to allow users the ability to create and submit an AFI report. This application is designed to provide notification to the local Joint Terrorism Task Force, regional fusion center, and fugitive or gang task forces- depending on the crime potential,

and at the discretion of the officer submitting the record. The AFI application utilizes the functions of mobile devices such as the digital camera, GPS receiver, voice recognition, and wireless connectivity to create and submit a record to the primary ARJIS database. Once submitted, the record is available immediately to the entire San Diego region for law enforcement investigative purposes. What was originally accomplished manually, and would take several hours or days to reach ARJIS, can now be accomplished electronically in seconds. The application development was funded by a U.S. Department of Homeland Security grant and is currently in a test phase. It will be ready for release to participating agencies in the near future.

Tactical Automated Response Using GIS-Enabled Technology (TARGET)

A new feature for ARJIS Mobile is an application called TARGET, which stands for Tactical Automated Response using GIS-Enabled Technology. TARGET will enhance situational awareness by providing law enforcement officers in the field real-time geospatial data. The application will provide comprehensive and easily interpreted maps integrating police incidents and field interviews, parolee addresses, locations associated with warrants, gang locations, sex offender addresses, and critical infrastructure locations.

ARJIS is leveraging its existing wireless, alerting, and mapping projects to create this all-encompassing mobile application that will allow officers in the field to capture and receive location-based alerts and crucial investigative and officer safety information. The application captures the location of the officer via GPS and uses those coordinates to automate retrieval of GIS-enhanced situational awareness information. GPS locating technology will standardize and improve the accuracy of AFI creation, and improved quality and easily interpretable information will allow task force members and other field officers to make knowledgeable tactical and investigative decisions, even in unfamiliar locations.

Lessons Learned

Standardizing manufacturer hardware is critical to ensuring a unified user experience. There are many different manufacturers and models, and they all utilize specific operating systems and have varying benefits for field use, including battery life, screen size and resolution, camera quality, and reliability. To ensure uniformity from a development and management perspective, while still providing some level of choice to the officers, ARJIS selected a single manufacturer and required all devices to be Samsung products. Different size devices are offered by the manufacturer, and the most popular, in terms of screen visibility and portability, are the Galaxy Note 2 and Note 3.

Carrier selection was also extremely important and was a deciding factor when assessing application performance. Each geographic region in the country has one or more wireless carriers and each has its own strengths. Coverage and data throughput were equally important factors in selecting a service provider. ARJIS chose the carrier in the San Diego region that offered the best coverage and data throughput. In addition, the carrier's business process for dealing with government agencies plays a large part in the success or failure of such a project.

Using off-the-shelf software can introduce unexpected issues during future software upgrades. There are web-based applications, "native" applications, and "hybrid" applications. Web-based are common, but limited in functionality. Native applications are operating-system specific. Although they provide the cleanest and most feature-rich functions, they must also keep up with operating system upgrades. ARJIS is also exploring a mix (hybrid) of web-based and native applications. ARJIS employs in-house developers and contract developers, allowing them to maintain, enhance, and control the applications.

Engaging end users and regularly gathering their input and insight is critical to the success of application development. Local officers are afforded the opportunity to provide input at every stage of the development, testing, and deployment process to ensure that their needs are met.

When developing applications for law enforcement that utilize geospatial mapping techniques, it is critical to use the most accurate mapping application programming interface (API) available. In short, the map must locate and display the accurate location of the incident and the officer. ARJIS tested several APIs before committing to one that provides the most accurate

Check out IACP's National Law Enforcement Policy Center (www.theiacp.org/Model-Policies-for-Policing)

to find or order model policies on data collection technologies such as body-worn cameras and license plate readers, among others.

geo-location both in the field and inside buildings. The API chosen uses both GPS and network-based location services.

Privacy and Policies

In addition to the involvement of agencies and users in the design, development, and testing of applications that are accessible using ARJIS Mobile, there is the critical need to ensure the development and consistent application of operational policies and procedures. ARJIS has partnered with IACP, NLETS, and other agencies on privacy impact assessments (PIAs) and model policy guidelines relating to automated license plate reader and facial recognition technologies.

Significant components of these policies focus on ensuring appropriate operational policy, accountability, and training that is aligned with the specific technology, in addition to provisions governing data retention and access. ARJIS has also developed a Regional Data Sharing memorandum of understanding (MOU) for adoption by all participating ARJIS agencies. The MOU specifically addresses the collection and sharing of ARJIS data among law enforcement agencies, data quality, public records requests, security, and audits.

IACP has long recognized the need for all law enforcement agencies to adopt strong policies governing the deployment and use of technology, and the importance of developing those policies in the early stages of planning and implementing products and applications. ARJIS continues to work with IACP in developing model policies to help guide and manage new and emerging technologies, including automated license plate recognition (ALPR), facial recognition, body-worn video, unmanned aircraft systems, and others. A continued focus on privacy, and the development and enforcement of public and operational policies, will ensure that ARJIS and its member agencies will continue to take full advantage of emerging public safety technologies that provide the highest level of officer and public safety in the San Diego region. ❖

Notes:

¹Oceanside Police Department Investigator, email, October 2013

²Terrorism Liaison Officer, San Diego Sheriff's Department, email, February 2011.

³Supervisory Border Patrol Agent—Imperial Beach Station, interview, January 2014.

⁴San Diego Sheriff's Department Investigator, interview, August 2013.

⁵Escondido Police Department Investigator, email, December, 2013.

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Considerations for Social Media Management and Strategy

By Dennis Burns, Chief of Police, Palo Alto, California, Police Department; and Zach Perron, Lieutenant, Palo Alto, California, Police Department

t's the rare law enforcement agency these days that is not somehow using social media as a way to interact with its community. If agencies are not actively using it already, chances are that they are exploring its use now and considering how best to jump into the online, real-time world. Regardless of whether they are current users or only now entering the realm of social media, many agencies are examining how to manage their social media programs, how to commit resources to them, and how to take their departments' use of them to the next level. Three factors that should not be overlooked in this process are (1) selecting the right personnel to run the program, (2) having a good understanding of voice and tone, and (3) leveraging social media as a tool to have more positive interactions with the press.

Selecting the Right Personnel

Finding the right personnel to manage a social media program is critical. While some agencies have chosen a centralized approach with tight controls over who within the department has access to post information from a single agency account, others have chosen a decentralized approach and have allowed the creation of multiple users, each with sub-accounts, to distribute information. Both approaches are dramatically different and have their own unique sets of benefits and risks. Regardless



of which approach an agency chooses to use, though, the selection of the personnel involved cannot be overemphasized. Social media management is really no different than many areas of police work: having the right people in the right places can make all of the difference.

Using "digital natives" (people who are fluent in this technology, even to the point of having grown up with it) as opposed to "digital aliens" (people who are uncomfortable with the technology, or who have no prior experience with it) as social media managers or leaders is a great way to start. Having personnel at the helm who are already familiar and comfortable with the platforms will save time and training costs otherwise needed to get someone up to

speed. A digital native will be able to step into the technical side of the role very easily, and they will accordingly have more time available to devote to content development and other necessary tasks.

However, if it were as simple as that, agencies could simply toss the social media passwords to any 21-year-old officer fresh out of the academy. Instead, a second key consideration is the selection of personnel who command a grasp of the "big picture" for the agency. It is important to find employees who are in-the-know about local politics and current events; who have an understanding of broad issues of department concern and the agency's official stance on them; and who have a level of foresight about things that may be coming





down the pike. This point can't be overstated, as everything broadcast on social media, even down to a single 140-character tweet, amounts to a press release. And anything broadcast, if written in the wrong manner or with the wrong words, can instantly and irreparably bring negative attention to the agency.

A third important consideration has to do with the employee's level of familiarity with applicable release of information procedures. Public information officers are natural choices in this regard since they already are well-versed in laws governing what details on an incident can be publicly disseminated. A single misstep where a piece of confidential information is broadcast on social media can be instantly retweeted, shared, or screen-grabbed, forever memorializing the misstep. Once an employee clicks the "tweet" or "post" button, there is no way to call that information back.

While there's no perfect set of skills for an agency's "social media specialists," a good place to start would be with digital natives who have a "big-picture" perspective and a familiarity with release of information procedures. It also will help to select employees who have credibility and connections within the organization, which enable them to secure immediate access to updates on cases, incidents, and interactions that highlight the great work that officers do.

The Importance of Voice and Tone

Once the right people are in place, special consideration should be given to the agency's social media voice and tone. As any public information officer will attest, the way in which a message is delivered often has more impact on the audience than the actual words used. This is also true in the messages sent via social media. Consistency in voice is key; each agency, particularly those using multiple posters, should strive for uniformity with how messages are conveyed. This can give the department an online identity that the public comes to recognize, appreciate, and depend upon. By way of example, consider an agency that has two employees who share posting duties on the official department Twitter account. One employee may choose to tweet, "If you drink and drive tonight, we will arrest you, tow your car, and throw you in jail. Don't drink and drive." The other employee may take a softer approach, and choose to tweet, "If you are going out tonight, have fun, but please be safe and designate a non-drinking driver!" While there's nothing inherently wrong with either tweet, having both messages come from the same agency account on consecutive weekend nights will

confuse followers and can even be off-putting. Having a consistent message, delivered in a reliable voice that remains the same dayin and day-out, regardless of who actually authors it, makes the agency seem more professional and dependable.

Many agencies choose to use a stoic and unemotional tone in their social media platforms, a sort of 21st-century "just the facts, ma'am" approach. Consider, though, that several departments have had great social media success by relaxing that tone slightly when appropriate, and by choosing to show some personality and even humor at times. Just like in-person interactions at a block party or at a local park, online social interactions give departments the chance to show the human side of their personnel. Agencies have long recognized that communities who get to know their officers usually like them, as well. With the current commonality of online "friendships" and other interactions, getting to know a department virtually can have the same effect.

A tone that always projects professionalism, competence, and confidence is fundamental. However, an agency really can go the extra mile and win over the public by remaining approachable and human on their social media channels. Messages that show compassion, empathy, and humor are more often shared or retweeted, leading to a broader audience and more exposure to the agency's humanity. This, in turn, often leads to an increased follower base.

Consider also that some agencies, simply by using a nontraditional voice or tone, have been able to reach segments of their communities previously unreachable by more traditional public outreach methods. For example, the use of a particular hashtag, expression, or colloquialism currently in favor with the youth community will often receive a tremendous response from them with retweets, "likes," and "favorites," which can lead to new followers who, moving forward, will receive the agency's news and alerts directly in their timelines. Similarly, a message from the department in support of the local sports team or notable community group will often generate social media inroads with followers of those teams or groups. While there may not be an obvious law enforcement purpose behind such messages, the argument can be made that they showcase the agency's awareness of local happenings, and, while the messages transcend traditional police work, they show the public that the officers are supportive of what is going on in their community.

The use of a non-traditional law enforcement voice or tone may not be suitable in every jurisdiction. It should be up to the



department head or command staff, after considering advice from their social media specialists or public affairs team, to determine the most appropriate voice and tone for their agency.

Leveraging Social Media to Improve Relations with the Media

The old days of directing reporters at crime scenes to wait patiently on the far side of the yellow tape while a public information officer prepares a statement are long gone. While police and media relations could often be described as tenuous at best, social media provides a tremendous opportunity for departments to improve those relations. Law enforcement agencies are learning to use their social media channels to form closer working relationships with the media than ever before.

The fact is that both professions share a common goal: the timely public release of accurate information. As an example, many agencies are now live-tweeting from the scene of critical incidents with great success. This lends an aura of transparency and openness to police actions that heretofore was largely non-existent. Real-time updates increase the public's trust in law enforcement and allow the agency to better address rumors and misinformation from the start.

Similarly, more and more news stations are requiring their reporters to use Twitter and other platforms from the scene of critical incidents. Rather than working in opposition with the press, agencies can form positive social relationships with those reporters and stations. It is remarkably easy to do.

When the media reports on an agency's news accurately and fairly, post or tweet a link to their story and mention both the news station and the reporter. This points the department's followers directly to the station's website, and it adds the department's public stamp of legitimacy and accuracy to their report. It also gives the news station and reporter a chance to get new followers.

A side benefit of this approach is that the news station and reporter will almost always retweet or share the agency's tweet or post. After all, a mention by a verified law enforcement agency with a large following of people interested in crime news is good for the press. But that retweet or share gives the agency's account an exponentially larger audience, which in turn gives the agency a chance to get new followers.

Many reporters and news stations are learning these same tricks, and, now, they will often "mention" the law enforcement agency's Twitter handle when they report crime news from that jurisdiction. This, too, has the ability to increase the agency's social reach and follower base. Even something as simple as a "favorite" or a "like" from an agency on a tweet or post from a reporter or news station can help construct a positive relationship with the press online. Public

Law enforcement agencies are learning to use their social media channels to form closer working relationships with the media than ever before.

information officers should consider adding their agency's social media accounts to their business cards, and should encourage reporters after every single interview to "mention" the agency in their tweet or post about the story.

In a major media market, the Twitter accounts alone of the television networks will reach well into the hundreds of thousands of followers. If even a couple of those stations retweet the agency's tweet, that allows a tremendous number of people to view that message, written in the agency's own words and in its own unique voice.

Why is a larger follower base important? It's not all about numbers, after all. But a larger follower base for the agency directly translates to an increased number of people within the community who will be able to receive that accurate and timely first word directly from law enforcement when a critical public safety event occurs. The public will not need to wait for a filtered, edited, and potentially incorrect or exaggerated report from the traditional press.

Conclusion

There are myriad ways for law enforcement agencies to approach the management of their social media programs. Some larger agencies may have entire squads of personnel to administer their accounts and author content, while smaller agencies may have only a single person. New approaches to social media management and strategy are being crafted constantly, especially as law enforcement is trending toward the public expectation of round-the-clock social media coverage. No matter the approach or the strategy, selecting the right personnel for the job, using the right voice and tone, and leveraging social media to improve police and media relations are three things that will always help agencies to better engage with their communities. *

IACP's Center for Social Media offers news, blog posts, data, resources, and tips for agencies that use or are interested in using social media to prevent and solve crimes, strengthen policecommunity relations, and enhance services.

Learn more at http://www.iacpsocialmedia.org.

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www.iacp.org/POY



Bray, Media Coordinator, Kentucky State Police

ince its humble transformation from a highway patrol in 1948, the Kentucky State Police (KSP) has always placed a high value on community policing. As a rural police agency that many citizens rely on as the sole law enforcement authority, local involvement and interaction became cornerstones of KSP's mission. The reputation of trust and dependability that has evolved during the department's historic journey has served it well in its mission of reducing crime and resolving issues of concerns to the communities it has sworn to protect. While traditional methodologies of community engagement are still practiced, KSP's sphere of influence continues to expand through innovative social media practices.

Although the somewhat nostalgic sight of a trooper chatting with a local farmer at a fence line on a rural road still takes place, it became increasingly obvious that KSP needed to broaden its outreach. Approximately five years ago, the agency embarked on an aggressive path to bring its social media efforts to new levels. As the agency's Facebook and Twitter accounts increased in popularity and followers, other supplemental outreach programs were taking place throughout the commonwealth. An annual Citizens Police Academy was launched at each of KSP's 16 posts to give citizens a comprehensive and inside look at the workings of the agency. In addition to valuable alumni groups being created in many of the post areas, a large number of graduates became avid fans and followers of the KSP via its social media outlets.

The agency's driving purpose behind the use of social media is not just to enhance KSP's image. More

importantly, the purpose is to improve the quality of life throughout the commonwealth by preventing crime, reducing traffic crashes, and enhancing intelligencegathering initiatives. For example, the agency's intelligence analysts have become adept at using social media to gather information on suspects' associates, acquaintances, and hobbies, which are valuable to detectives in the creation of investigative matrices.

Facebook

Arguably one of the earliest social media platforms employed as an outreach tool for organizations, Facebook continues to grow in popularity among those interested in the business of the KSP. This is evidenced by the fact that the department is currently listed as one of the top law enforcement agencies in the United States regarding the number of Facebook fans, which totals more than 82,000 followers. 1 As is the case with many police agencies' Facebook pages, KSP's account is used to disseminate a wide variety of information such as wanted posters, Amber Alerts, and upcoming major events. The use of Facebook has already resulted in numerous success stories, such as the arrest of a hit-and-run suspect who was found via tips and messages following a KSP Facebook post with information and details about the incident (i.e., location, time, and vehicle type).

In another instance, after KSP posted a photo of a "most wanted" individual from Frankfort, Kentucky, the person in question contacted the Public Affairs Branch asking to have his photo removed from Facebook because he didn't want his mother to see it. He





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- Hobart, Indiana
 July 21–November 21, 2014
- Fort McCoy, Wisconsin
 September 8–November 22, 2014
- Glenview, Illinois September 15, 2014–January 16, 2015
- Evanston, Illinois September 29-December 12, 2014
- DeKalb, Illinois October 6, 2014–February 13, 2015
- Champaign, Illinois November 3, 2014–March 13, 2015
- Columbia, Missouri
 December 8, 2014–April 17, 2015

Summer-Fall 2014 On-campus Course Schedule

ON-CAMPUS COURSES EVANSTON, ILLINOIS

- Death Investigation
 June 23–27, 2014
- Shooting Reconstruction 1 June 23–25, 2014
- Executive Management Program August 4–22, 2014
- Shooting Reconstruction 2 August 25–27, 2014
- Understanding Heavy Vehicle EDRs September 8–12, 2014
- Supervision of Police Personnel September 15-26, 2014
- Crash Investigation 1 September 15–26, 2014
- Crash Investigation 2 September 29–October 10, 2014
- NEW Fracture Match Identification October 6–8, 2014
- CDR Technician Level 1 October 9, 2014
- CDR Technician Level 2 October 10, 2014

- CDR Data Analyst October 13–17, 2014
- Vehicle Dynamics October 13–17, 2014
- Crime Scene Technology 1 October 20–24, 2014
- Traffic Crash Reconstruction 1 October 20–31, 2014
- Crime Scene Technology 2 October 27–31, 2014
- Crime Scene Technology 3 November 3–7, 2014
- Traffic Crash Reconstruction 2 November 3–7, 2014
- Digital Forensic Photography November 10–14, 2014
- Traffic Crash Reconstruction Refresher December 2–4, 2014

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Check out KSP's social media sites mentioned in this article!

FACEBOOK

https://www.facebook.com/pages/Kentucky-State-Police/103979825675

TWITTER

https://twitter.com/kystatepolice

RIOG

http://kentuckystatepolice.blogspot.com

KSP-TV (YOUTUBE)

http://www.youtube.com/user/kentuckystatepolice

INSTAGRAM

http://instagram.com/ky_state_police

was advised that when he turned himself in, the agency would take down the photo. Within hours, the wanted individual voluntarily turned himself in to be processed at the local jail. In addition to these examples, KSP continues to receive a wide array of information and tips concerning drugs, Internet crimes, and cyber bullying through its Facebook site.

Twitter

Twitter is the hottest social media platform in the United States, with 560 million users averaging 5,700 tweets per second.2 KSP has nearly 12,000 Twitter followers, a large percentage of which belong to news media outlets. Twitter enables the agency to interact with news media and citizens in real time. For example, there have been instances where motorists are sitting in traffic on an interstate due to a crash that may be miles ahead of them. KSP is able to respond to their tweets about the traffic delays with information about the road blockage and possible detours they can use to bypass the incident. Specifically, after a tumultuous 2011 Kentucky Speedway experience where many NASCAR fans did not make it to the race because of traffic delays, KSP turned to social media to improve traffic strategy for the 2012 race. The agency sent tweets and Facebook messages out every 30 minutes with traffic updates, lane closures, detour routes, and gate closures. At one point, NASCAR driver Jimmy Johnson retweeted a KSP traffic message, and it went viral from there. Fans were tweeting information as well, such as when a car overheated and blocked an interstate exit ramp, which enabled the agency to expeditiously dispatch a wrecker to the site. The 2012 Speedway was a huge success due to the incorporation of social media into the strategic plan.

More recently, KSP was invited by the New Jersey State Police to tweet a common anti-drinking and driving message during the Super Bowl. The messages using the #SuperBowl #SoberBowl hashtags were sent on the same day, at the same time and had the same message. The tweets with the #SoberBowl hashtag reached 1.5 million people.

Blog

The KSP commissioner's blog is a monthly posting that is often formatted as an informational piece that explains agency practices, programs, or initiatives. Somewhat philosophical in its approach, the writings occasionally focus on leadership challenges and agency viewpoints concerning current trends facing the commonwealth and the United States. Each KSP blog post averages 1,000 views reaching multiple countries.

KSP-TV

In August 2012, KSP took to the airwaves on YouTube. KSP-TV is a monthly video posted on the agency's YouTube channel that profiles many of the programs and initiatives in which the agency is involved. Not only does the program explain many of the internal workings of KSP, it also highlights traffic and criminal-related issues. For example, one episode was dedicated to the unsolved murder of Bardstown, Kentucky, Police Officer Jason Ellis that is being investigated by the agency's detectives. This particular video has received more than 50,000 views. Many of the episodes end with a traffic or crime prevention message and are avidly watched by thousands of citizens across the commonwealth.

Instagram

In early 2014, KSP added Instagram (IG) to its social media offerings as a way to reach out to a younger audience. Although Twitter has a diverse demographic and a high number of users from younger generations, more than 90 percent of IG users are under age 35. The agency uses Facebook and Twitter to disseminate news, traffic alerts, and case information, whereas IG allows KSP to show a more personal side of the agency. The IG account specifically includes photos of troopers and civilians that the public would not

usually get to see. Some of the photos posted on IG include troopers reading to children, interacting with the community at local events, and participating in sporting events or extracurricular activities. The unique concept about IG is the ability to tell a story with a photo, providing the audience a visual imprint to remember the agency with. However, in doing so, caution must be used when posting photos. For example, KSP recently completed a photo shoot utilizing its canine units. The photographer thought a great shot would be a canine "attacking" the camera with a full set of teeth encompassing the shot. While that could be looked at as "awesome" or "cool," it could immediately hinder the agency's canine handlers who may have to appear in court on behalf of their canine's behavior and manners. However, used in the correct context, KSP anticipates IG will boost recruitment efforts.

Mobile App

The global smartphone audience surpassed the one billion mark in 2012 and will total 1.75 billion in 2014.³ It is anticipated that mobile will overtake fixed Internet access in 2014, and ComScore data indicates that 82 percent of mobile phone usage is spent via a mobile app. With more than 100 billion apps downloaded in 2013, it's not surprising that KSP is developing their own app to reach this rapidly growing audience.⁴

The KSP mobile app will include traffic and road conditions, weather reports, news, agency videos, traffic laws, recruiting information, current events, the state sex offender registry, and touch-key ability to report criminal activity. The KSP app is scheduled to be released in 2014 and will be free for users to download.

Developing Policy

Developing sound policy that all members of the agency recognize and adhere to is extremely important when exploring the boundaries of a social media platform. The rapid advancements of technology make it difficult to stay ahead of the curve when developing sound procedures and training. Early on, KSP made the error of implementing certain social media initiatives that were not covered by policy. At the very least, these mistakes can lead to some embarrassing moments, including potential civil litigation and jeopardizing criminal cases. The agency's current policy addresses trademark infringement, intellectual property protections, and social media guidelines for every employee of the agency. However, even with these guidelines in place, each posting should be scrutinized with a critical eye to ascertain any potential liability for the agency, confidentiality breaches, or possible negative perceptions on the part of the public. For example, certain photos might

be restricted because of revealing training tactics or vehicle approaches during traffic stops. Excellent uniform and policy guidelines are available, including one through the International Association of Chiefs of Police (IACP). However, policies should be tailored to suit the individual needs and mission of each agency and should be reviewed regularly as social media evolves.

Another hurdle when exploring social media options available to law enforcement is the realization that there are distinct generational differences regarding what is "proper" and what is not. It is wise to have a centralized point in the organization that has the ultimate say as to whether an image, story, or tweet should be posted. Obviously, these boundaries would have to be expanded if officers are permitted to interact on an individual basis with citizens on their beat via social media. Regardless, it is important to note that each police chief must set the boundaries as to how restrictive his or her agency's procedures should be. This decision is a difficult one but should be centered on the agency's mission, information to be delivered, expectations of the program to be utilized, and a realistic assessment of risk versus rewards. This makes it all the more imperative that every person in the agency possesses a clear understanding of the department's social media direction and purpose.

The Future

Technology and social media continue to evolve and change at a rapid rate. Although there is no crystal ball to predict future advancements, it is clear that new and more robust platforms will continue to be developed. As mentioned previously, it is imperative that agency policy continue to advance with the evolution of such technology. Even more important is taking the time to determine if a particular social media environment is useful and beneficial to the mission of the department. A common mantra in KSP asks the following question regarding the implementation of any new technology: "Does technology drive our mission or does our mission drive technology?" Although KSP realizes that its mission is not immune from change, the agency holds the belief that the technologies of today should enhance the agency's mission and purpose, not detract from it. The litmus test for social media programs is no different. ❖

Notes:

¹"U.S. Law Enforcement Agencies with the Most Facebook 'Likes,'" IACP Center for Social Media, http://www.iacpsocialmedia .org/Directory/AgencyFacebookStatistics.aspx (accessed April 28, 2014).

²Melly Allen, "4 Twitter Facts That Can Boost Your Small Business Social Media

Social Media Model Policy

IACP offers a number of model policies for law enforcement agencies, including one on social media use, which is provided free of charge. It can be viewed as a PDF at http://www.theiacp.org/portals/0/pdfs/ socialmediapolicy.pdf.

Marketing Campaign," Recess, February 26, 2014, http://recesslv.com/17836/4-twitter -facts-can-boost-small-business-social-media -marketing-campaign (accessed April 28, 2014).

³"Smartphone Users Worldwide Will Total 1.75 Billion in 2014," eMarketer, January 16, 2014, http://www.emarketer.com/Article/ Smartphone-Users-Worldwide-Will-Total-175 -Billion-2014/1010536 (accessed April 28, 2014).

⁴ComScore was referenced as a source in the following article: Danyl Bosomworth, "Statistics on Mobile Usage and Adoption to Inform Your Mobile Marketing Strategy," March 24, 2014, http://www.smartinsights .com/mobile-marketing/mobile-marketing -analytics/mobile-marketing-statistics (accessed April 28, 2014).

SMC4 Working with Police to **Counter Social Media Cyber Bullying and Crime**



SMC4 Observer enables Law Enforcement agencies to identify and fight crime by securely and easily managing large volumes of social media communications, alerting them to criminal behaviour and crimes in real time, which is instantly scalable in an emergency or crisis.

- Observe social media sites, identifying potential risks to children and notify authorities.
- · Observe people of interest, such as drug dealers, paedophiles and other criminals, to track their communications across social feeds.
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- Capture and consolidate social feeds in a holistic view, to help bring a complete summary of risks and legal case development together.
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By Dominick Passanante, Senior Director of Public Sector Sales, Panasonic System **Communications Company of North America**

echnology is evolving at light speed, and the way public safety agencies work is changing with it.

Not too long ago, an officer would have been considered lucky to have his own laptop. Today, computers have become as common in police cruisers as radios, with officers relying on them for a host of daily tasks such as accessing databases and files remotely, issuing e-citations, filing reports, and operating in-car digital video recording systems.

This tech evolution is now taking another leap forward. Over the past few years, the tablet computer has quickly risen from a niche product to a global phenomenon—so much so that today, more tablets are sold globally than both desktop PCs and laptops combined.¹

Although tablets, sometimes called slate PCs, have been used for many years for certain law enforcement tasks such as parking enforcement, accident reconstruction, and forensics, it wasn't until recently that law enforcement agencies began to seriously consider a broader role for tablets as primary computing platforms. Several models are now available on the market that offer the handheld portability and user-friendly convenience tablets are known for, along with security, power, and durability comparable to that of the rugged laptops the public safety market has come to depend on.

Today, many major law enforcement organizations across the United States have already deployed tablets or are taking a close look at whether the technology has a home in their squads. With some key considerations in mind, agencies can select the right solution for their organization's needs, and leverage it cost-effectively to keep officers connected, efficient, and safe.

Choosing between Device Types

Agencies looking to upgrade their computer hardware face a dizzying array of options on the market. Computers now seem to come in an endless variety of sizes, shapes, and operating systems, and it's easy to make the mistake of selecting a device just because it's the same one that's always been used or, at the other end of the spectrum, just because it's the hottest and newest model making headlines.

With so many choices available, it's critical to take a solutionsbased approach to technology selection. This means starting with a thorough evaluation of the agency's specific needs and goals, then looking for the right tool (or tools) for the job.

Laptops have been the dominant mobile computing platform of the past two decades, and, in many cases, a laptop still may be the best fit for an agency. Laptops, also known as notebooks, are powerful mobile computing devices that deliver a broad range of attractive product features. Compared to tablets, laptops generally provide higher-powered processors and greater internal storage, often on the level of a desktop console. They also offer features that tablets lack, such as integrated keyboards and CD/DVD drives. However, they tend to be heavier and bulkier as compared to tablets, meaning they are best used mounted in vehicles or used in offices.

A close cousin of the laptop, the convertible tablet PC generally offers power and functionality comparable to laptops, but with the added bonus of a touchscreen that swivels flat to allow the device to be used as a tablet. Convertibles are another option many agencies may want to consider, especially if they are in need of hardware that bridges the divide between the laptop and tablet options.

A third option, the tablet, is quickly gaining ground as a computing platform for mobile law enforcement applications. Several tablets on the market today offer power, functionality, connectivity, enterprise-grade operating systems, and ruggedness comparable to laptops, with the added benefit of a lightweight, compact design that is highly mobile. Although tablets lack full keyboards, several removable keyboards are on the market to keep officers productive when writing reports, including fully rugged options.

As a more portable form factor, tablets open the door to increased productivity and efficiency that go beyond the patrol car to include officers on foot or on motorcycle, bicycle, and horseback. This can not only help officers do their jobs better, but also lead to improved officer safety. For example, completing an accident report on a tablet can help an officer work more quickly and reduce the time spent at the roadside, which can be a dangerous location.

Kev Tablet Considerations

The abundance of tablet options available on the market today means law enforcement agencies don't need to make compromises; they can have computers with the same degree of ruggedness, power, and security they depend on, yet are also just as flexible and user-friendly as the technology officers use at home. With so many tablet options available, here are a few key things to keep an eye out for when considering a tablet investment.

Durability: It's critical that the tool an officer depends on can handle the rigors of the job. Just like with the fully rugged laptops that have become the law enforcement industry standard, look for tablets with MIL-STD-810G and IP65 certifications. These mean the device has been tested by an independent third party to withstand drops, shock, vibration due to in-vehicle use, spills and moisture, extreme temperatures, and other common on-duty hazards.

Although durable technology may come at a higher purchase price, the fact that it's built to last means agencies gain a better long-term return on investment. When a device is rendered nonfunctional due to a simple drop on pavement or from being locked in a car on a sunny day, it costs the agency not just for repair and replacement, but also the officer's loss of productivity, the cost of lost data, and other hidden costs. Durability can't be achieved as an add-on-cases and covers are available on the market that offer some added protection from drops and moisture, but they still fall short of providing protection from extreme temperatures and vibration, as well as the overall peace of mind that a fully rugged device offers.

Purpose-Built Functionality: Will the tablet need a screen that's viewable in direct sunlight? Will officers need a device



Key Considerations

- Durability
- Purpose-Built Functionality
- Battery Life
- Security
- Data Storage
- Connectivity

with a digitizer pen for detailed drawings and signature capture? Will a tablet with an integrated magnetic stripe or barcode reader help improve efficiency? For colder climates, should the tablet's touchscreen be built to work even when the user is wearing thick gloves? All of these features are available today on enterprise-grade tablets; agencies should keep special requirements and needed features in mind to select a device that's optimal for their specific needs.

Battery Life: Few officers would be able to stop their shifts just to recharge when a device is running low on juice, so agencies need to select tablets ready for a full day of work. The longer a battery is able to power a tablet, the longer it enables officer productivity.

A user-accessible battery is also an important feature. These are commonly available in enterprise-grade technology but are usually absent in consumer-grade devices. An inaccessible battery means that, when the battery dies, the entire unit must be put out of commission temporarily for recharging. Enterprise-grade tablets generally feature batteries that users can easily pop out and replace with a fresh one that is fully charged. Some models on the market even feature bridge batteries-smaller batteries that allow the tablet to keep running while the user swaps batteries. The easier it is to swap in a fully charged battery or replace an aging or defective unit, the longer that device remains in service, reducing the costs associated with tablet downtimes.

Security: In a recent survey of more than 230 IT decision makers in the United States who have deployed consumer-grade tablets on the job, conducted by Technology Business Research Inc. on behalf of Panasonic, security was rated as the top concern for tablet deployments.2 It was also rated as an area with the lowest degree of satisfaction. Consumer-grade tablets generally lack anything but the most basic levels

of data security, and this falls far short of the protection needed for highly sensitive law enforcement applications.

Security must be tackled on the hardware and software levels and goes handin-hand with other considerations such as mobile device management, operating systems, and application deployments. On the hardware level, law enforcement agencies should look for Trusted Platform Module (TPM) chipsets; anti-theft technology; and Secure Boot, a boot-up process that helps prevent malware from running at startup. For highly sensitive applications, models are available on the market with dedicated security cores for data encryption.

Data Storage: Popular consumerdesigned tablets are made with a single user in mind and provide data storage with flash RAM fixed to the device, making the data vulnerable to theft or corruption. Look for tablets with Hard Disk/Solid State Drives (HDD/SSD), which can be removed more easily and provides greater assurance that data is protected against loss, corruption, or theft. Another key advantage of HDD/ SSD is the fact that multiple users can share devices but maintain their own profiles and data by swapping out the HDD/SSD.

Connectivity: Strong network connectivity is critical in delivering on tablets' promise of increased mobile productivity. Most tablets come standard with Wi-Fi, but 4G LTE and 3G wireless broadband is generally a better fit when tablets are primarily used out in the field, as those options enable tablets to stay connected via the same wireless networks that cellphones use. Agencies should look for tablets with broadband connectivity embedded in the device or pair them with a high-speed wireless modem. Additionally, tablets with dual high-gain antenna pass-through have better connectivity inside a vehicle.

Operating System: Choosing a tablet generally means choosing between three primary operating system options—Apple's iOS, Android, and Microsoft Windows.

iOS is the operating system developed by Apple for use on its iPad and other mobile devices, such as the iPhone. Apple's software and hardware go hand-in-hand; Apple does not license iOS for installation on non-Apple hardware and Apple hardware cannot be used without iOS. These devices are a favorite in the consumer market, but lack durability and many of the other features that are critical for use as a professional law enforcement computing platform. One of the benefits, though, is a large variety of applications (apps) available for the iOS platform.

Android is the world's most popular mobile operating system, although its use in the government and business worlds is still relatively limited.3 Based on the free, opensource Linux operating system, Android-

powered hardware is available from many different manufacturers and these devices tend to come at a lower price point than iOS- and Windows-based devices. Like iOS, Android also has the advantage of a large availability of apps. The nature of Android's programming language makes it relatively easy and inexpensive to develop and deploy applications, including custom apps tailored to an organization's specific needs. At the same time, the open nature of Android means organizations have to be cognizant of the potential security risks involved.

Windows is the operating system most familiar to government agencies, and may be the best choice for law enforcement organizations looking at their first tablet deployments. Several enterprise-grade tablets on the market run the new, redesigned Windows 8 and 8.1, as well as Windows 7. Not only is this operating system highly familiar to end users, it is also worth considering because many programs and applications officers depend on each day are designed for Windows and may not offer Android or iOS versions. That said, the overall availability of apps for Windows 8 tablets remains limited compared to the iOS and Android app ecosystems. Another factor to keep in mind is the fact that although the Windows operating system itself is familiar to most users, Windows 8 and 8.1 have a new look and feel from older versions of Windows. This includes a new Start screen with live, updating tiles and other new features. The well-known desktop is still accessible, but the new Start screen interface may take some getting used to. On the back end, most government organizations already run on Windows-based infrastructures, so the legacy investment is usually significant. Bringing in an alternate OS (operating system) can create a tremendous challenge for the IT team, as it leads to a complicated and fractured environment where IT is forced into a "troubleshooting" mode versus concentrating on strategic growth.

Making the Migration

If tablets are the right fit for an agency, the next question becomes how they can be deployed in as cost-effective and efficient a manner as possible. If the agency plans to mount the tablets in patrol vehicles to replace aging laptops, this can be a substantial undertaking.

In many cases, a majority of the existing laptop mounting infrastructure can be utilized, helping to conserve budgets. Agencies should look for docks and mounts certified by the tablet's manufacturer, which means that the components are built to function seamlessly together and allow for easy removal of the tablet and full access to all ports. Non-certified docks could force a user to constantly plug and unplug cables and accessories.

Before embarking on a tablet migration project, consideration of the following questions can help ensure a well-informed decision:

- What are the project's goals and desired new workflow?
- How will the end user be impacted by the change?
- What is installed in the vehicle today?
- Does what is considered being installed support the new goals and workflow?
- Does the internal fleet team have bandwidth to support the project or will outside help be needed?
- Are we the first to do this or are there other partner agencies that can share their experience or steps for success?

One critical step in ensuring success is to start with a Vehicle Pilot Program before tackling installation across the entire fleet. This step is often overlooked, but can be incredibly valuable in troubleshooting errors and keeping the project as cost-effective as possible.

Conclusion

With consumer adoption of mobile devices on the rise, many officers have become accustomed to the convenience of watching video or accessing email on the go, fueling their expectations for comparable mobile experiences in their professional lives. After years of false starts, tablet technology has matured to the point where it is finally being taken seriously as a professional computing tool and provides a valid alternative to the laptops used in law enforcement for decades.

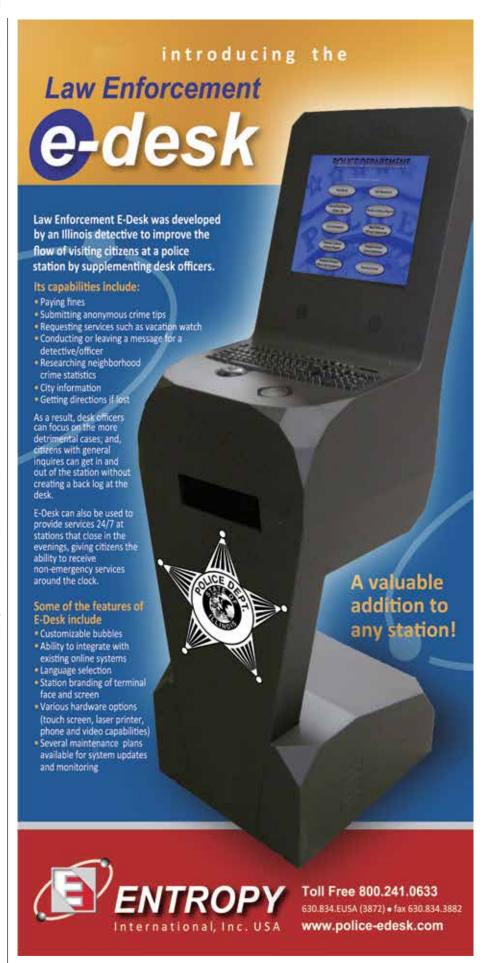
For officers accustomed to having data at their fingertips, tablets can be a valuable tool that lets them do more and carry less. With some key considerations in mind, agencies can select the right solution for their organizations' needs and leverage it cost-effectively to keep officers connected, efficient, and safe. �

Notes:

¹"Tablet Shipments Forecast to Top Total PC Shipments in the Fourth Quarter of 2013 and Annually by 2015, According to IDC," IDC press release, September 11, 2013, http://www .idc.com/getdoc.jsp?containerId=prUS2431441 3(accessed May 2, 2014).

²Technology Business Research Inc., Panasonic's Toughpad Line: Reliable Performance, Rugged Design (February 2014), 3 http://www .ruggedpcreview.com/pdfs/white_paper _panasonic_toughpad.pdf (accessed May 2, 2014).

3Mathew Miller, "IDC Data Shows Android Also Rules the Tablet Market," ZDNet, December 3, 2013, http://www.zdnet.com/ idc-data-shows-android-also-rules-the-tablet -market-7000023899 (accessed May 2, 2014).



Product Feature:

Helping Data Work for You

By Scott Harris, **Freelance Writer**

Note: Police Chief magazine, from timeto-time, offers feature-length articles on products and services that are useful to law enforcement administrators. This article features data gathering.

It was no ordinary burglary. Thieves had broken into a home in Oceanside, California, and it was not a random home. It belonged to Tristan Geisler, a world-class athlete who won a gold medal in the skeleton event at the 2002 Winter Olympic games. Her medal for that victory was among the items stolen.

There were questions about whether police would be able to recover such a thing before it disappeared on the black market. In just a few days' time, however, the Oceanside Police Department had answered those questions by recovering the medal and apprehending the criminals.1

Their secret weapon? Data.

"We may not have been able to recover that medal if we didn't have the tools that we had," said Steve Walter, the department's crime analysis and intelligence

Specifically, the tool in question was part of a system that helped guide and target police activities based on real-time criminal data. It is just one example of the ways in which departments can harness data more comprehensively and more thoroughly in order to do their jobs better. In a time of frozen resources and human assets, managing data can be a key way of getting more mileage out of existing department staff. Better data management can empower law enforcement professionals to focus on the work at hand-and the areas where that work is most needed.

In the case of Walter and the Oceanside Police Department, the gold-medal burglary arrest and many other lower-profile

arrests like it were made possible in part by FirstWatch Solutions, a California-based company whose software solution helps law enforcement companies capture, analyze, and disseminate crime information far faster than a traditional ink-and-pen system. In turn, these capabilities can help police predict where crime is most likely to occur and focus in more quickly on those who are committing it.

"It not only helped us decrease crime, but it helped us move our entire crime analysis unit forward," Walter said. "Before, we had to wait for the report to be processed. Then, we would read handwritten reports and analyze each case along with all the other cases. By that time, a couple of days had gone by, and we were looking at stale information."2

FirstWatch significantly expedites the process. Departments using FirstWatch can look at and act on data, essentially in real time, and can map trends and set up alerts based on crime category or location.

"We have a default view that allows us to see our calls for service on a map," Walter said. "For example, we can isolate auto thefts and look at those. We can drill down into the incidents and see what's going on. With just a few clicks, we have a lot of information."

On The Road

Managing data goes beyond the four walls of a department's headquarters. The patrol car has evolved into its own law enforcement hub, a kind of rolling satellite office for those in the field. Data has saturated that environment as well, with laptop computers, text messages, and other communications vehicles joining the traditional radio as an officer's constant field companions. Although it can be helpful and convenient, it can also be a hindrance.

'There's been such a push to ban texting and driving, but the dirty little secret is that police are sometimes pretty bad themselves," said Mark Grice, co-founder and chief technical officer of SAINT Police Systems. "If they have an accident, it's a PR issue, a legal issue, a liability issue, and a safety issue. Every agency has a policy in place to prevent it, but that policy gets violated all the time. The reality is these guys are regularly using laptops while driving. Radios are so crowded that [agencies] are pushing text messages more to get chatter off the radio. But a distraction is a distraction."

With SAINT Police Systems, police officers can control messages and other data while behind the wheel, without sacrificing their focus on the road. Launched in June, the voice-recognition technology helps officers command virtually every communication in their car (including laptops and mobile devices) with simple vocal commands.

"You can intelligently read information, peruse through it and figure out what's interesting," Grice said. "We wanted to let officers do more than give a command like 'lights on.' You can command the full laptop, and it connects to almost any mobile software... Anything a user can do with their hands, fingers, or eyes, we can do."3

Police can manage the flow of data in the patrol car environment using services from various vendors. 3M Motor Vehicle Services and Systems—a division of Minnesota company 3M-offers vehicle classification and license plate recognition software. Motorola Solutions is a brand typically associated with radio communications, but the Illinois firm also offers mobile computing solutions that work in patrol vehicles.

Big Data, Bigger Capacities

The concept at the center of the SAINT and FirstWatch models-using technology to harness technology-is at the heart of several other resources designed to help

law enforcement agencies better manage their data. The model also lies at the center of Presynct Technologies, a California company that offers digital workflow solutions to a variety of sectors, including law enforcement and public safety.

Police officers spend substantial time on paperwork. According to Tim Pakes, vice president of sales for Presynct, the company's technology literally makes paperwork digital, and in doing so, reduces the time it takes to complete a form by as much as 12

"This lessens the lag time between the time you fill out the form and the entry into a database," Pakes said. "Officers get faster info, and it's extremely configurable."4

User-friendliness is a key piece of the puzzle. According to Pakes, if an officer can fill out a form, he or she can learn to use the Presynct technology in about 30 minutes, as it simply converts forms to a digital format.

"The larger the agency, the better the savings," Pakes said. "It's a force multiplier because it's less time writing reports and more time in the field doing police work."

Presynct is currently expanding into the mobile space with Note M8, which helps officers manage data on phones and tablets. Development plans in that area are ongoing.

"We're pushing farther into the mobile space, and we'll need to be more productivity based," Pakes said. "There are plenty of ways to view existing data but no way to do [data] entry."

It seems everything is changing from analog to digital, and that obviously goes well beyond paperwork. Video footage and other readily available tools are bringing big data to law enforcement. In general, electronic files are getting larger and more

prevalent. That presents law enforcement agencies with a growing challenge when it comes to storing that information. While many data storage options exist, there are fewer that cater specifically to the unique needs and heightened security demands of law enforcement. One such option is available from Datamaxx Group, a Florida firm that facilitates sufficient and secure data storage, and does so specifically for law enforcement agencies.

"A lot of places are doing video surveillance," said Stephanie Miller, vice president of marketing for Datamaxx. "There are often cameras in the car now. Those files are large in size, and departments are hitting storage problems as a result. Storage is expensive, especially if you have to worry about encrypting."5

Datamaxx not only follows strict encryption protocols, but also ensures every employee goes through a background check. For the end user, Datamaxx handles security and regulatory steps so individual agencies don't have to.

"Each agency is audited by the state," said Miller. "If they're using our cloud, we are audited, which means they don't have to go through that, and they wouldn't have

Datamaxx allows customers to purchase storage by secure "dropbox" or by terabyte (TB) or even petabyte (equivalent to approximately 1,000 TBs or 1 million GBs). Entrusting data storage to a cloud service like Datamaxx can mean significant savings for agencies, both in terms of dollars saved in hardware and software costs and in overall human resources.

They don't have to dip into their capital budgets," Miller said. "They can get subscriptions instead of doing a big RFP process. The IT staff is often a one-man show that may or may not know the specifics of the necessary policies. Or the police department IT is run by the city, and they may know nothing about the needs of law

Data storage, management, and application are ever-evolving, and police departments are still learning how they can best leverage the big data available; these products and others like them can help them do

Notes:

¹Steve Walter (Oceanside, California, Police Department crime analysis and intelligence supervisor), phone interview with author, March 18, 2014.

³Mark Grice (co-founder and CTO, SAINT Police Systems), phone interview with author, March 14, 2014.

⁴Tim Pakes (president, sales, Presynct Technologies), phone interview with author, March 17, 2014.

⁵Stephanie Miller (vice president, marketing, Datamaxx Group), phone interview with author, March 18, 2014.

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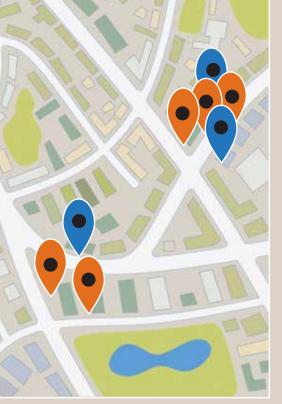
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Police Implications Associated with Identifying Micro-Hotspots

By Thomas Chengchun Gao; Sungho Ken Park; Jeremy Yablon; and Mark Iris, PhD, Northwestern University, Evanston, Illinois; and Timothy N. Oettmeier, PhD, Executive Assistant Chief, Houston, Texas, Police Department

policing hotspots has long been considered a valuable of the considered a valuable of the considered as a valuable of the cons ered a valuable tactic to help management direct scarce police resources. The effective implementation of responses to "hotspots" requires police department personnel to analyze mountains of data they routinely gather; however, there is a key obstacle: police departments typically do not have enough skilled personnel or sufficient resources to perform advanced statistical analysis of the gathered data.

The Houston, Texas, Police Department (HPD) has found a creative solution by partnering with Northwestern University (NU). That institution has a highly competitive undergraduate program, Mathematical Methods in the Social Sciences (MMSS), consisting of students possessing strong statistical and analytical skills. An NU faculty member, Dr. Mark Iris, who has a background in policing (retired civilian Executive Director of the Chicago, Illinois, Police Board), realized the potential to solve the issue of insufficient resources-match police agencies with high volumes of data in need of analysis with students having strong quantitative analytical skills who are in need of data for their senior year theses.

Dr. Iris began to serve as a matchmaker in 1997, linking interested students with police agencies. Since then, students have completed more than 30 projects, initially in Chicago, Illinois, and more recently in Los Angeles and Long Beach, California; Philadelphia, Pennsylvania; and Houston, Texas.

Establishing the Protocol

The typical protocol begins with a police department identifying research questions

in need of answers that can be developed from data the agency has or can readily generate. Interested MMSS students, in the spring of their junior year, commit to a full academic year-long project, typically working as a team of three students per project, with Dr. Iris as their academic advisor. Each team begins intensive reading on pertinent aspects of policing to become familiar with issues they will need to address.

The entire team flies to the host city and meets with key police managers, technology staff, and crime analysts to begin the process of securing the necessary data from the police agency. The winter is devoted to intensive data analysis, followed by drafting the actual report. In the spring, the team returns to the host agency to present its report to the command staff.2

For the 2011-2012 project, the HPD opted to build upon research done by students in the previous academic year. For the 2010-2011 year, the students had been asked to determine the overlap between on-duty officer time and crime activity. The team examined crimes, calls for service, and officers' self-initiated activity, which were aggregated by police patrol division. "Heat maps" were created to demonstrate if officers were focusing their self-initiated discretionary efforts (when not responding to calls) in those areas where concentrations of crimes and calls for service were greatest.3 In short, were the cops on the dots? The answer was in general, yes. That analysis was valuable to HPD management, confirming that for most patrol units, crime and discretionary activity were generally well aligned, while highlighting those in need of change.

The Utility of a Micro-Hotspot Grid

The 2011-2012 project, conducted by MMSS students Thomas Chengchun Gao, Sungho Ken Park, and Jeremy Yablon, extended that analysis.4 Building on the established concept of hotspots, defined as specific locations for disproportionately large numbers of crimes, Police Chief Charles A. McClelland Jr. tasked the students with examining these trends, not by patrol division, but by identifying definitive micro-hotspots.5 The team was also asked to profile these hotspots using a categorization system and, finally, to analyze whether officers' self-initiated activities aligned with the locations and profiles of the micro-hotspots.

The team divided the city of Houston into a grid of small cells, each measuring 700 feet by 700 feet, roughly equivalent to an area of two city blocks by two city blocks. Given Houston's large area (well over 600 square miles), this resulted in a grid of approximately 40,000 cells. The grid was created using a beta version of the Geospatial Modeling Environment developed by Spatial Ecology LLC.

The software package combines components from R, ArcGIS, and Python, and allows sophisticated geospatial analyses to be conducted in an automated fashion and superimposes the geographical distribution of activities (crimes) onto the grid. Thus, the number of activities per cell could be easily counted, rather than relying on a visual measurement and estimate. This analysis also included different charts describing the numbers and types of crimes in each cell and maps showing the geospatial distribution of crimes per cell. Using these

tools, one can make a decision to determine exactly how many crimes constitute a micro-hotspot, as well as build a list of micro-hotspots.

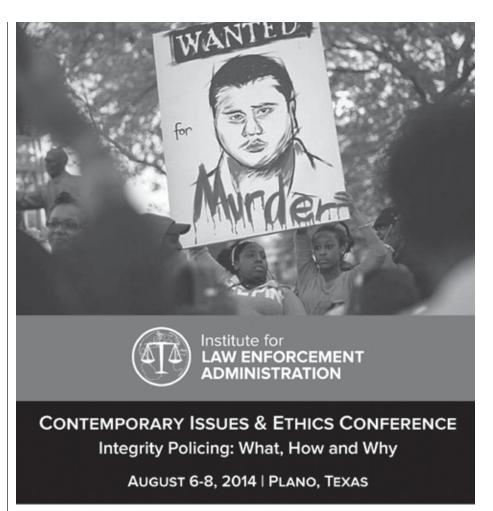
The next step was to superimpose this grid on the citywide distribution of crimes and officers' self-initiated (SI) activities. The project started with approximately 3 million crime and 2.3 million SI activity records in Houston spanning seven years, from 2004 to 2011. Data files were cleaned by removing unreasonable records (such as non-existing addresses) and crime types (such as those with too few records for meaningful results). Also eliminated were artificial hotspots, created, for example, when numerous police crime reports were taken at a police station or hospital emergency room, and the address of the police station or hospital was listed as the crimes' location.

The research team calculated the numbers of crimes per cell for 2011, the most recent year for which full-year data was available. Over 19,000 cells-47.7 percent of the total-had zero reported crimes that year.⁶ At the other extreme, one cell had 671 reported crimes. The arbitrary decision to focus on the top 100 cells meant the threshold for inclusion in that list was 114 or more reported crimes occurring in 2011. The hotspot concept was again validated: The top 100 cells—one fourth of one percent of the total cells in Houston—accounted for 10 percent of the total reported crimes.

While this analysis focused on overall crime, the same methodology could be used to identify crime-specific hotspots. For example, the first and third hotspots were shopping malls, and their very high total crime counts overwhelmingly comprised various types of theft offenses. If an agency wanted to do so, it could filter the data to identify the top hotspots for violent crimes (murders, assaults, robberies, and rapes). The analysis of crimes by type and by time of day for individual areas provided significant insight on crime trends, both for the city in general and each particular zone. In terms of the overall city, the analysis confirmed the hotspot concept: crimes are distributed disproportionately both geographically and temporally.⁷

Significantly, this disproportionality has increased from 2004 to 2011. In other words, in Houston, the hotspots are getting hotter! This underscores the increasing importance of pinning down hotspots so more effective anti-crime tactics can be implemented.

In addition, the analysis showed that different crime types have different disproportionality characteristics. For example, theft activities related to motor vehicles are most concentrated in the afternoon, whereas robbery is reported most commonly during evening and night. Another noteworthy observation was that hotspots do not



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exist in a clustered fashion; they are distant from each other. In fact, it is frequently observed that a block has an excessive number of crime records, whereas the surrounding blocks have almost zero crime; this observation emphasizes that identifying micro-hotspots for which the size is block-scale (rather than neighborhood-scale) is crucial in ensuring the effectiveness of implementing policing tactics.

Next, the team examined officers' SI activity to evaluate how well SI activities align with hotspot locations. Thus, maps in this analysis documented not just micro-hotspots, but the distribution of SI activities per cell, as well as the correlation between crime activity count and SI count within a cell. Sorting the records into these cells, the authors noted the type of crime or officer activity, as well as time of day, so they could compare them within each of the 40,000 individual areas.

In addition to analyzing the SI distribution, the team assessed how well SI activities matched with crime levels by calculating correlations of the two across the grid of cells. The correlations are calculated within a range from -1 to 1, where 1 represents the strongest correlation.

Of course, the effectiveness of officers' SI activities is not solely defined by a simple

count of SI activity and crime in a cell. Nonetheless, these calculations, based on a large data set, suggest how relatively well officers are locating themselves on the dots across years, times of day, and crime types. For instance, the highest correlations occurred during 2008 and 2009, implying that the SI activities were the most in alignment with crime events during those years. The analysis also provided an additional observation on how many SI activities occur in zerocrime areas. About half the city's cells have no crime, and SI activities were minimal in those areas.

Moreover, the analysis showed that some crime types are better covered by SI activities than others. Drug crimes and simple and aggravated assaults tend to have high correlations with SI activity counts, whereas theft from motor vehicles showed lower correlations. Furthermore, the SI activities seemed to align with crime events better during night and evening than during morning, as evidenced by decreased correlations across almost all types of crimes during that time of day.

The nature of crimes and reporting should be taken into account in interpreting tendencies. For example, the high correlation between SI and drug crimes arises from officers' direct actions, not by crime victims' reports to the police.

Overall, from HPD's management perspective, the correlations were reassuring. Officers, on their own initiative, were clearly investing their discretionary time in fairly close synchronization with levels of reported crimes in individual cells. Intuitively, officers sensed where crime problems were and acted accordingly. This speaks well of the "street smarts" of front-line patrol officers.

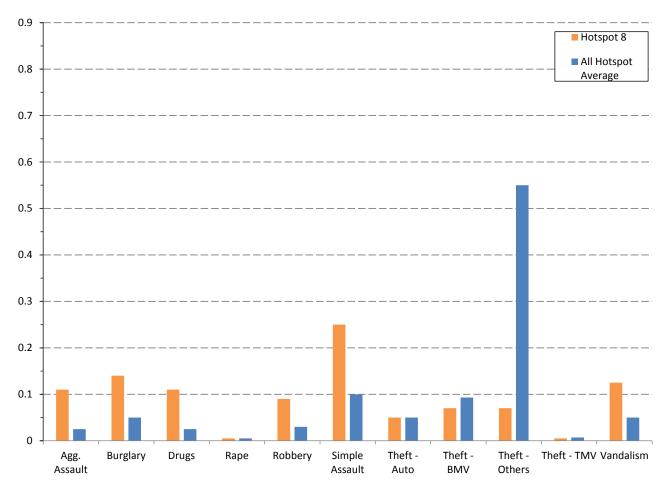
Example: Micro-Hotspot 8

This example focuses on the Number 8 micro-hotspot in Houston for 2011, defined as the intersection of Sugar Branch Drive and Forum Park Drive. Satellite photos reveal it is a residential area and shadows suggest the presence of high-rise apartment buildings.⁸

Two key graphs profile this cell. Figure 1 shows 2011 crimes by type of crime; Figure 2 shows crime distribution by time of day. Within each graph, the orange bars show the number for that specific cell; the bars in blue show the averages for the top 100 micro-hotspots.

In Figure 1, by comparing the number of crimes to that of the average for the top 100 micro-hotspots, one observes that assault,

Figure 1: Relative Histogram of 2011 Crime Counts by Type: Sugar Branch Drive and Forum Park Drive



burglary, and drug crimes happen relatively more in this area. In fact, assaults are two to three times more prevalent here than the average for the top 100 micro-hotspots in Houston (and vastly higher than the average for all cells). This cell, while eighth overall in the micro-hotspot rankings, was the number one micro-hotspot in Houston for violent crimes, with 39 aggravated assaults and homicides, 1 rape, and 32 robberies in 2011 in the 700 feet by 700 feet area.

Overall, this one cell had 350 reported crimes in 2011. The average for the top 100 cells was 184.86. The city-wide average was 4.56 reported crimes per cell; the number of crimes in this one cell was 77 times that.

In contrast to the large number of violent crimes in this cell, a similar plot of the Number 1 micro-hotspot, by a shopping mall, showed very high disproportionate spikes in the theft categories, but very low counts for all other categories.

In Figure 2, crimes are plotted by time of occurrence. In the Number 8 cell, crimes are disproportionately high during the night hours of 7:00 p.m. to 2:00 a.m. Conversely, the Number 1 micro-hotspot (not shown) has a distinctly different pattern, with reported crimes disproportionately occurring from 1:00 p.m. to 7:00 p.m.

Finally, Figure 3 shows types of officer SI activities in this particular area, with each type of activity as a proportion of all officer SI activities in that cell. SI patrol investigation is by far the most common type of activity, accounting for half of all SI activities in that cell for that year. Officers were very active in this cell; the actual number of SI events covered in Figure 3 was 217. By contrast, the average for the top 100 cells was 146.26 citywide; the average per cell was only 4.43 activities.

Implications of the Project

The project's methodology and results are pertinent to police personnel in multiple ways, including the following:

1. Many police agencies use crime density mapping to identify hotspots. Typically, this effort provides information on the location of hotspots, the crime types associated with each hotspot, and the time in which the crime incidents are occurring. The difficulty with this approach is the use of algorithms used to create the density map. One cannot always tell where in a particular hotspot a crime(s) is occurring. The "grid system" allows one to pinpoint

- crime within the actual hotspot cluster (referred to as a micro-hotspot).
- 2. The grid system can be used to guide and direct the allocation of officers to address call response management. It is not uncommon for officers to observe, over a period of time, the volume and types of calls that emanate from neighborhoods within a community. To the extent that calls and crime are occurring in certain grids, deployment of officers should be able to prevent some of that activity from occurring.
- 3. This project delineated ways to create quantitative metrics in measuring macro-level trends of crimes disproportionality across locations and the correlation of officers' activities with crime events. These metrics, which can also be measured by time of day, type of crime, and SI activity, can provide insight on how crime patterns are changing and suggest ways to monitor police resources. The project's methodology allows an agency to see how disproportionality is changing over the years, across crime types, and by time of day.
- 4. The project demonstrates a way to identify micro-hotspots that are only a

Figure 2: Relative Histogram of 2011 Crime Counts by Hour: Sugar Branch Drive and Forum Park Drive

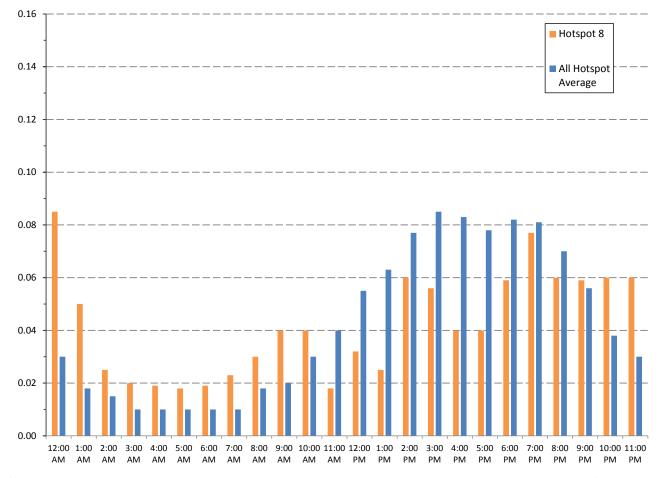
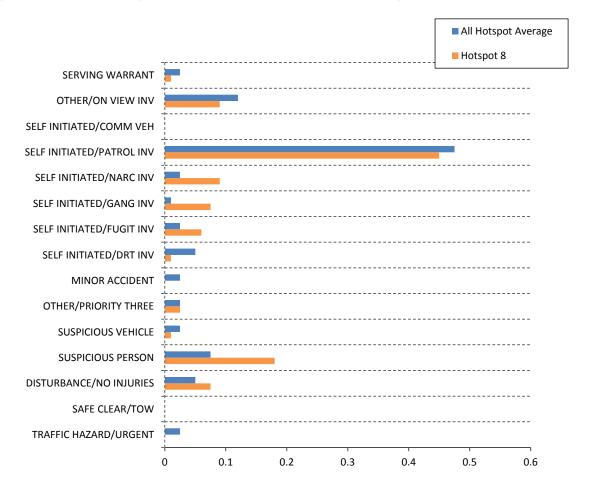


Figure 3: Relative Histogram of 2011 Self-Initiated Activities: Sugar Branch Drive and Forum Park Drive



few square blocks in size. This unit of measurement allows police leaders to utilize their policing resources more effectively by placing officers precisely on the most problematic areas. In short, a police agency can not only identify hotspots in its jurisdiction at a microlevel, but can get a nuanced profile of each hotspot to determine what types of crime are most prevalent in the hotspot and when these crimes are occurring.

- 5. Given the extraordinary difficulty of hiring personnel to "expand" one's operation, one of the few viable alternative options is to recoup and redistribute "uncommitted time." Once time is acquired, it becomes the purview of patrol lieutenants and sergeants to manage how officers use that time. Whether officers are directed via their supervisors or they self-initiate, it is far easier to measure effects within a micro-hotspot using the grid than using amorphous density maps that lack specificity.
- 6. Much has been said about the value of predicting activities requiring a police response. The grid system adds a degree of precision in determining if crime is moving and in what

geographical direction and the degree of intensity occurring within any given cell (how much and what type of crime), both of which might provide insight as to why such activity is occurring.

Currently, the HPD is working on Phase Three of this research initiative. A third wave of students has been tasked with the challenge of creating an instrument to facilitate the "predictive mapping" of criminal activity using the grid system as the tracking device. This research can be extended further, possibly even creating a predictive model of future crime amount and composition. For instance, it was noted that a presence of vandalism signifies imminent coming of other crimes such as burglary. There are mathematical models for predicting burglary counts, on the assumption that a burglary in a neighborhood increases the probability of subsequent burglaries in close proximity.

This has been a wonderful partnership for both organizations, illustrating the value of allowing students with specific skills to assist police as they constantly strive to provide citizens with much-needed services. Students' efforts have been outstanding and serve as a breath of fresh air in helping

police professionals think differently about how to manage their resources. Currently, HPD and MMSS are planning their seventh joint research project.

Granted, there is not a vast pool of students capable of performing this type of work for every police agency in need. However, there is much to be said for working with university professors and students, especially those who bring a unique set of skills and determination to the world of policing. �

Notes:

¹Travel costs for these trips have been generously supported by the Weinberg College of Arts and Sciences at Northwestern University, and (for Los Angeles projects) grants from the Los Angeles Police Foundation. No police or other public funds are used in these projects.

²Students and their advisor normally sign a confidentiality non-disclosure agreement; these reports are proprietary to the individual police departments.

³Wajeeh Bakhsh, Johnathan Hsial, and Miles McGinley, "Houston Police Department: Resource Allocation Model and Hotspot Mapping" (senior honors thesis, Mathematical Methods in the Social Sciences Program, Northwestern University, 2011). The student authors—Gao, Park, and Yablon—are indebted to their predecessors (the authors of the above thesis) for this foundation.

⁴Thomas Chengchun Gao, Sungho Ken Park, and Jeremy Yablon, "Houston Police Department: A Study in Hot Spot Identification and Profiling" (senior honors thesis, Mathematical Methods in the Social Sciences Program, Northwestern University, 2012).

⁵For a general overview of the concept of hotspots in policing, see Lawrence Sherman, "Hot Spots of Crime and Criminal Careers of Places," in Crime and Place, Crime Prevention Studies (4th edition), eds. John Eck and David Weisburd (New York, NY: Willow Tree Press, 1995), http://www.popcenter.org/library/crimeprevention/ volume 04/02-Sherman.pdf (accessed May 7, 2014); and Lawrence Sherman and David Weisburd, "General Deterrent Effects of Police Patrol in Crime Hot Spots: A Randomized Controlled Trial," Justice Quarterly 12, no. 4 (1995): 625-648.

⁶The large number of zero crime cells is partially explained by the fact that Houston's many waterways account for many cells—not many assaults or auto thefts occur in the middle of a lake or bayou.

⁷M.B. Short et al., "A Statistical Model of Criminal Behavior," Mathematical Models and Methods in Applied Sciences 18 Suppl. (2008): 1249–1267, http://www.math.ucla.edu/~bertozzi/papers/ M3AS-final.pdf (accessed May 7, 2014).

⁸This aerial photo-driven description of the area was subsequently confirmed through direct observation by HPD personnel.

⁹Houston uses multiple approaches to "free up time" for patrol officers. Three tactics are used within the Emergency Communications Division (Dispatch): Teleserve, Webcop (computer reporting for citizens), and the Patrol Desk (calls are handled over the phone by police officers). Personnel working in the Investigative First Responder Division handle violent crime incidents. Members of the Mental Health Unit handle a significant number of complex crisis intervention calls for service.

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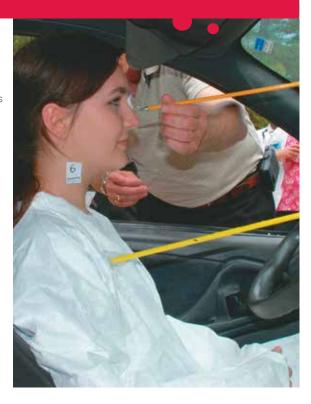
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New Officer Training Saving the Lives of Children

By David G. Baker, Lt. Colonel, Texas Department of Public Safety

ow many officers are actively searching for children who have been reported missing from their jurisdictions or other states? Do those officers know what a missing or exploited child looks like or acts like? Unfortunately, for many law enforcement agencies across the United States, the answer to both questions is No.

In order to understand this regrettable absence in officer training and experience, it is essential to first explore the statistics regarding the number of missing children and the circumstances that contribute to them becoming missing or exploited.

As of December 31, 2013, the National Crime Information Center's Missing Person File included 462,567 missing persons records for individuals younger than 18.1 According to data compiled internally by the Texas Department of Public Safety (DPS) and obtained

from the FBI, approximately 80 percent of the missing children in Texas are runaways, while estimates show that 16–17 percent of those missing children involve parental abductions, and only 3–4 percent involve stranger abductions.²

Runaways are at high risk of being abused, exploited, or otherwise harmed. Human trafficking is the fastest growing and second largest criminal enterprise in the world, generating an estimated \$32 billion per year worldwide.³ Experts estimate that each year at least 100,000 children in the United States are exploited through sex trafficking.⁴

In many cases, children murdered in stranger abductions were killed within only one hour (46 percent) and most within 24 hours (88 percent) of the abduction. The offender's motivation was sexual violence in approximately 69 percent of the stranger abduction cases.⁵ Police are alerted in only 21 percent of the cases where children are the victims of non-family abduction, a runaway, or victims of abandonment. In 79 percent of missing child cases, there is no report and no police involvement, and therefore, no official attempt to find the child.⁶ These facts illustrate the need for an aggressive response in finding and recovering all missing children.

In addition to the search for missing and exploited children, there is an ongoing need to identify, locate, and potentially monitor those who may harm children. More than 720,000 individuals in the United States are registered sex offenders, including as many as 100,000 whose whereabouts are unknown.⁷

Although significant, those numbers are not as concerning as the number that cannot be calculated—the unidentified offenders (those offenders who have not yet been caught).

Child victims rarely self-identify or call out for help during traffic stops, home visits, or while in public. With this in mind and children's lives on the line, officers have an obligation and opportunity to take a more proactive approach in recognizing them.

In September 2008, state and local law enforcement agencies across the United States employed more than 1.1 million people on a full-time basis, including approximately 765,000 commissioned personnel (defined as those with general arrest powers). Agencies also employed approximately 44,000 part-time commissioned officers.⁸ The Texas DPS employs more than 3,800 commissioned personnel, 2,800 of whom perform patrol duties. And incredibly, after several years of dedicated work, DPS can proudly say that the majority of its commissioned officers are now trained to proactively search for missing or exploited children—and to recognize those individuals who may be a high-risk threat to children.

However, with the substantial number of officers employed in the United States, families of missing children would prefer that *all* of them be proactive in the search for missing or exploited children.

It's common knowledge that front-line officers are the ones making the most arrests and seizures of drugs and weapons, and the ones who have the most contact with criminals and victims. They have been trained in and are encouraged to make certain observations and to routinely apply various interdiction techniques.

Detecting indicators of stolen vehicles, drug crimes, and driving under the influence has become almost second nature to front-line officers, and their success in those areas is directly related to the training they receive for their efforts. So what type of training have most agencies provided for first-line officers in recognizing endangered children and high-risk threats to children? With all of the specialized training directed toward other offenses, it is now imperative that law enforcement entities provide training to protect some of the most vulnerable community members—children.

For years, officers have been instructed to perform criminal interdictions and have been predominately trained in indicators of driving while intoxicated (DWI), drugs, weapons, and stolen vehicles. Unfortunately, such training does not adequately address indicators regarding missing or victimized children.

This brings up basic questions: what does a missing or exploited child look like or act like? Beyond a criminal history, what should officers look for when trying to determine if a person might harm a child?

Also, what legal standing do officers have to detain an adult with a child, when there is no clear outcry or obvious signs of abuse? How does an officer legally identify potential child pornography cases during a traffic stop? What can be done if a person is suspected to be a threat, but no violations of law are observed? Who can officers notify, and what resources are available to the officers who encounter suspicious persons or situations?

Although plenty of experts can answer these questions, most patrol officers cannot.

In 2007, some members of the Texas DPS began asking themselves these types of questions and seeking out training aimed at providing law enforcement officers with the answers. However, DPS soon found that no such training existed. The department also learned very quickly that the lack of awareness and education of first-line officers regarding child exploitation is a common gap that exists within most law enforcement agencies. DPS made the decision to develop this needed training by creating an internal multi-disciplinary group that included its training academy, highway patrol, the Texas Rangers, victim services, Missing Persons Clearinghouse, and the Texas Joint Crime Information Center. This group collaborated with several external entities such as the Office of the Attorney General of Texas, the National Center for Missing & Exploited Children (NCMEC), the Federal Bureau of Investigation (FBI) Behavioral Analysis Unit 3—Crimes Against Children (BAU-3), and other agencies to develop a training curriculum for first-line officers. This multi-disciplinary approach has been essential to the content development, teaching, and continued progress of this initiative.

The first-line officer does not need to be an expert in investigations and the behavioral patterns of child molesters or have in-depth knowledge about child victimization to effectively intervene. In general, the Texas DPS training curriculum aims to increase awareness of the problem, inspire intervention, teach



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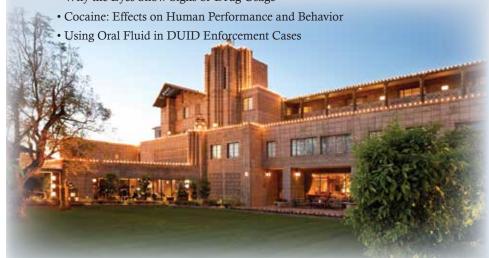
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useful indicators, instill confidence in the officer to speak with children and suspects when appropriate, identify investigative and other resources, and provide a depository to report and obtain intelligence data.

This training is not a single-focus class, but instead incorporates training on a variety of issues, including human trafficking, technology-facilitated crimes against children, missing or abducted child response, registered sex offender compliance, and criminal intelligence gathering. It is a training course that provides first-line officers with a basic understanding and awareness in all of those areas.

In addition to training, it was important that DPS develop agency processes and resources to measure success. In 2008, 57,472 children were reported missing in Texas. While DPS conducted 2,891,441 traffic stops that year, there was no mechanism in place to account for the recovery of any missing or exploited children. DPS recognized that the first step to remedy this deficiency was to create an internal reporting and notification system to account for all of the potential and known child victims with whom DPS made contact.

all-encompassing training program that included many forms of child victim offenses.

Thus, in 2009, after extensive planning and development, the Texas DPS launched the pivotal Interdiction for the Protection of Children (IPC) training program, which has since proven successful in saving the lives

As the program steadily evolved, DPS also identified the need to develop protocols for providing victims and families with specialized services. Now, as part of the DPS Victim Services program, a counselor upon notification will provide timely victim-centered services to both the child and family to address victimization issues and risk factors. As needed and appropriate, the counselor coordinates additional services with other victim assistance providers, child protection, and juvenile justice authorities, as well as non-government programs.

Although officers can easily learn to recognize certain indicators for individuals who may be at high risk for harming a child, the developers of this training realized those indicators didn't necessarily mean an individual is currently breaking the law at the time law enforcement encounters them.

gating child victimization cases. Extending this quality training and sharing intelligence clearly benefits children in all 50 states.

Since the launch of the IPC program in 2009, DPS can now account for the recovery of 112 children; the initiation of 30 investigations for crimes against children, including possession of child pornography, sexual assault of a child, and human trafficking; and the submission of more than 100 suspicious activity reports related to high-risk threats to children.

The impact of this training has even affected other areas of law enforcement beyond traffic stops. Since the program's inception, DPS has provided the IPC training to approximately 7,120 officers across the United States and internationally. For example, the New Jersey State Police also received this expert training in preparation for the 2014 Super Bowl. As a result of this training, officers have used the techniques during vehicle crash inquiries or other investigations, which have led to currency seizures from suspected "pimps" and confessions from individuals about their sexual interest in children. The children recovered to date include victims of family abductions, commercial sexual exploitation, sexual assault, abandonment, and runaways who have disclosed abuse at home.

In light of the program's success, it is vital that DPS continues to develop and hone this remarkable tool. This type of interdiction requires ongoing evaluation through case and process review. DPS continues to identify ways to enhance its response, which requires adjusting procedures; providing updated training sessions; fostering new relationships with law enforcement partners, victim services professionals, and others; and ensuring that a support system is always available to its first-line officers.

In fact, to that end, DPS recently announced the creation of the Texas Crimes Against Children Center, which supports the goals of the IPC program by providing aid to local, state, and federal law enforcement partners handling investigations related to missing and exploited children, the trafficking of children, child abductions, and other high-risk threats to children.

DPS recognizes that officers are driven by their desire to make a difference and that training isn't the sole decider in their success. However, they must receive the proper support, resources, and training to ensure they are as equally successful in protecting child victims as they have been with traffic and other crime enforcement duties. Many officers receive great satisfaction in rescuing a child and making a positive impact in a family's life.

An officer involved in one of these cases said, "That day was probably the most rewarding day of my entire interdiction career." There is no comparison to protect-

Most people have heard the saying, "it takes a village to raise a child." Law enforcement officers also know that it takes a community to keep children safe.

Today, this reporting system not only provides information to those who could perform follow-up investigations, victim assistance, analysis, and welfare checks, it also provides a mechanism to quantify the effort as well as ensure well-deserved

For additional guidance, in June 2008, Texas DPS reached out to the FBI's BAU-3, which focuses on understanding offender behavior and child victim dynamics in a variety of violent crimes against children. BAU-3 regularly conducts research, provides training, and actively participates in local, state, and federal investigations involving crimes against child victims. This FBI unit also regularly engages in active and unsolved investigations of missing children, child abductions, homicides of children, and sexual exploitation of children, including Internet-related sexual exploitation of children, child molestation, and trafficking of children for prostitution.

As a result of discussions with the BAU-3, the DPS training project quickly evolved beyond its initial focus of recognizing stranger abductions. DPS learned that missing and abducted children are only two of many varied child victimization scenarios. The decision was made to create an

Therefore, very much like counterterrorism intelligence gathering, the developers of the program reached out to members of the Texas Joint Crime Information Center, which serves as the state repository for homeland security information and incident reporting. The Texas Joint Crime Information Center began collecting intelligence on persons that may pose a high-risk threat to a child. Today, this critical information can now be used for follow-up investigations or can be used in the event a child later goes missing or is assaulted. The information collected can provide valuable tools to investigators trying to track down leads. It can also be useful in recognizing dangerous individuals who might be passing through an area or identifying someone new to the area, unknown by local law enforcement. Criminals do not always stay within one jurisdiction; therefore, it is critical that this valuable intelligence be available to law enforcement partners.

As a result of the training in Texas and other states, Texas DPS has realized the benefit of sharing the training concepts with other agencies. Due to the intelligence gathering regarding high-risk threats to children, DPS has also provided vital information about potential suspects or other intelligence data to law enforcement partners investiing a child. And because these crimes are not restricted to a specific area of a town, state, region, or even country, all officers have ample opportunity—and with this training, the means—to make a difference.

Interdicting and recovering an at-risk child is just the beginning. Removing the child from the harmful environment, providing services, and holding offenders accountable is the ultimate goal. Most people have heard the saying, "it takes a village to raise a child." Law enforcement officers also know that it takes a community to keep children safe. That's why it is essential for this effort to be multi-disciplinary and multi-jurisdictional. No single officer, division, service, or agency can accomplish the goal of protecting children alone. It requires the collaboration of both government and non-government resources all across the Unites States working together, and it requires partnerships of law enforcement and service providers. It requires education and information sharing from the newest first-line officer up to the most tenured investigator and back again.

Texas DPS is proud of the work done to develop this program and, due to its success, is committed to sharing it with other law enforcement officers.

Together, law enforcement officers at all levels can exponentially increase their ability to save countless children and apprehend the despicable criminals who would do them harm. For those agencies that have never before had access to this type of training, Texas DPS challenges and urges them to pursue it—not only to better prepare and train their first-line officers, but most importantly, to protect the innocence and safety of the children in all communities.

Notes:

¹Federal Bureau of Investigation, NCIC Missing Person and Unidentified Person Statistics for 2013, http://www.fbi.gov/about-us/cjis/ncic/ncic-missing-person-and-unidentified-person-statistics-for-2013 (accessed April 25, 2014).

²These figures were compiled by the Texas DPS Missing Persons Clearinghouse based on FBI missing persons reporting categories.

³Domestic Minor Sex Trafficking Deterrence and Victims Support Act of 2009, S. 2925, 11ith Cong. (2009), http://www.govtrack.us/congress/bills/111/s2925; and Domestic Minor Sex Trafficking Deterrence and Victims Support Act of 2011, S. 596, 112th Cong. (2011), http://www.govtrack.us/congress/bills/112/s596/text (both accessed April 25, 2014).

⁴U.S. Department of Justice, Office of Justice Programs—Office of Juvenile Justice and Delinquency Prevention, "National Slavery and Human Trafficking Prevention Month Observed in January," *OJJDP News @ A Glance*, January/February 2013, http://www.ojjdp.gov/newsletter/240749/topstory.html (accessed April 25, 2014).

⁵Katherine M. Brown, Robert D. Keppel,

Joseph G. Weis, and Marvin E. Skeen, Case Management for Missing Children Homicide Investigation, Attorney General of Washington Rob McKenna and U.S. Department of Juvenile Justice and Delinquency Prevention (May 2006), 13, 31, http://www.missingkids.com/en_US/archive/documents/homicide missing.pdf (accessed April 25, 2014).

⁶Trafficking Deterrence and Victims Support Act of 2009; Domestic Minor Sex Trafficking Deterrence and Victims Support Act of 2011.

⁷The Reauthorization of the Adam Walsh Act, United States House of Representatives Committee on the Judiciary Subcommittee on Crime, Terrorism and Homeland Security, February 15, 2011 (Testimony by Ernie Allen, president and CEO of National Center for Missing & Exploited Children), http://www.missingkids.com/Testimony/02-15-11 (accessed April 25, 2014).

⁸Office of Justice Programs, Bureau of Justice Statistics, *Census of State and Local Law Enforcement Agencies*, 2008, by Brian A. Reaves, NCJ 233982 (Washington, DC: U.S. Department of Justice, July 2011), http://www.bjs.gov/content/pub/pdf/csllea08.pdf (accessed April 25, 2014).

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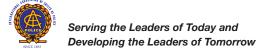
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REGISTRATION INFORMATION

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Full registration to IACP 2014 is limited to IACP members, their non-member guests, family members, and exhibitors. IACP 2014 is not open to the general public.

To take advantage of discounted registration fees, complete the attached registration form and return to the IACP with payment or register online through September 10, 2014. Beginning September 11, 2014 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.

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5. Walk-in Registration begins October 24, 2014

Walk-in registration opens Friday, October 24, 2014, at 1:00 PM at the Orange County Convention Center – West Building 9860 Universal Boulevard, Orlando, Florida, USA.

QUESTIONS? CALL 800-THE-IACP



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All cancellations must be made in writing and mailed, faxed (703-836-4543), or e-mailed (conf2014@theiacp.org) to IACP headquarters. A penalty will apply. No telephone cancellations will be accepted. It will take a minimum of six weeks to receive a refund. A 25% penalty will be assessed on all cancellations postmarked or fax/e-mail dated on or before October 1, 2014. A 50% penalty will be assessed on cancellations postmarked or fax/e-mail dated between October 2 – 21, 2014. No refunds will be issued on or after October 22, 2014. No refunds will be issued on or after October 22, 2014. 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 October 1, 2014. After this date all changes must be made at the conference. Additional charges may apply.

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^1-Day and 2-Day Pass Registration will begin online on September 11, 2014. Individuals may register for only ONE 1-Day Pass or 2-Day Pass.

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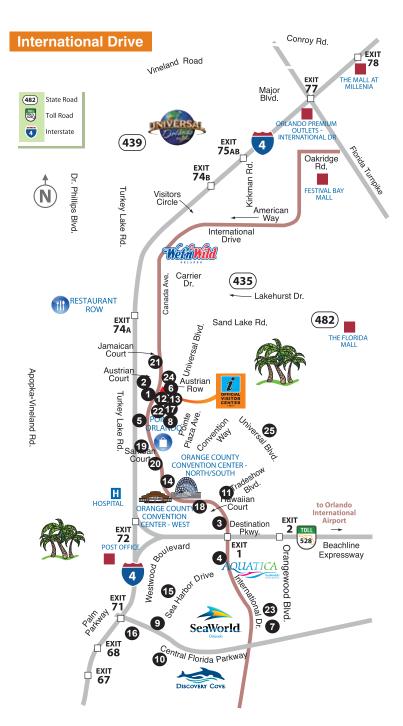
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The West Building's West Concourse parking lot can be accessed a number of ways - via Exhibit Way (north entrance), via Convention Way (south entrance) and via West Entrance Drive off of Westwood Boulevard.

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| 3 | |
| 4 | |
| | |
| | _ Departure Date: |
| | |
| Room Type: | Suite Request: |
| Single (1 person/1 bed) | ☐ Parlor and one bedroom |
| Double (2 people/1 bed) | ☐ Parlor and two bedrooms |
| ☐ Twin (2 people/2 beds) ☐ Triple (3 people/2 beds) | Note: All suite requirements will be subject to |
| Quad (4 people/2 beds) | approval by the IACP. |
| | |
| Special Requirements: | *-16198 |
| Someone will contact you to discuss further. | cial facilities in your sleeping room, please check here. |
| contoctic will contact you to disouse furtion. | |
| Name(s) of Occupant(s): | |
| 1 | |
| 2 | |
| 3 | |
| 4 | |
| | |
| Mail Confirmation to: | |
| Name | |
| Agency/Organization | |
| Mailing Address | |
| City | |
| State | |
| | _ Zip/Postal Code |
| Country | _ Zip/Postal Code |
| CountryPhone | _ Zip/Postal Code |
| Phone | _ Zip/Postal Code |
| Phone Email Frequent Guest Program: | _ Zip/Postal Code |

RESERVATION DEADLINE:

September 26, 2014

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 September 5, 2014.

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:

☐ 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.thelACPconference.org or by calling 877-IACP -123.

NEW MEMBERS

This posting of new member applications is published pursuant to the provisions of the IACP Constitution & Rules, Article II, Section 2(c). If any active member in good standing objects to any application, written notice of the objection must be submitted to the executive director within 60 days of publication. The application in question shall then be submitted to the Executive Committee and shall require the affirmative vote of two-thirds of the members of that committee for admission of the applicant.

The full membership listing can be found in the members-only area of the IACP website (www.theiacp.org).

*Associate Members All other listings are active members.

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Sponsor New Members during the 2014 President's Membership Drive.

Assist the IACP succeed in our vision of *Serving the Leaders of Today, and Developing the Leaders of Tomorrow* by encouraging law enforcement's current and future leaders with their careers by sponsoring them for membership in the IACP. Whether you sponsor a Chief from a neighboring jurisdiction, an up and comer in your agency or a civilian supporting our profession, IACP membership offers many opportunities for professional growth and learning.

The IACP serves the leaders of today through advocacy, training, research, and professional services. The IACP addresses the most pressing issues facing leaders today. From new technologies to emerging threats and trends, the IACP provides comprehensive and responsive service to its members throughout the world.

The IACP is also focused on developing the law enforcement leaders of tomorrow. The IACP Center for Police Leadership, the New Police Chief Mentoring Project, and numerous other training and educational opportunities are designed to prepare tomorrow's leaders for the challenges and opportunities they will face.

The IACP membership encompasses a diverse and exceptionally professional group from all aspects of the law enforcement profession. All of our efforts, training, research, sample policies, smart policing strategies, best practices, and advocacy are directed at making our members successful and enhancing the role of the law enforcement professional worldwide.

Remember—law enforcement professionals at every level qualify for membership in the IACP.

Those in command-level positions qualify for active membership; others working in and associated with law enforcement are eligible for associate membership. See the application for details.

Every member who sponsors at least one new member will receive an Official IACP Gift.

In addition, more rewards are available for sponsoring more than one member.

Sponsor 4 new members: Free registration to the 121st Annual IACP Conference being held October 25–28, 2014, in Orlando, Florida, USA. (A \$350 Value!)

Sponsor 6 new members: IACP Model Policy CD-ROM—One full volume of your choice complete with 20 policies and research papers. (A \$150 Value!)

In order to qualify for prizes and incentives the specially coded 2014 President's Membership Drive application MUST be used.

2014 President's Membership Drive Rules and Information:

- 1. The new members you sponsor must use the 2014 President's Membership Drive application to qualify for prizes. Photocopies are acceptable.
- 2. Applications must be received at IACP Headquarters by the close of business July 31, 2014.
- 3. Renewing members do not qualify for this drive.
- 4. Prizes are non-transferable.
- 5. Winners of a free IACP Model Policy CD-ROM will be able to make their choice at the conclusion of the drive
- 6. The 121th Annual IACP Conference will be held in Orlando, Florida, USA, October 25–28, 2014.
- 7. Members will be sent/notified of all prizes & incentives following the conclusion of the drive.
- 8. The first 200 members to sponsor a new member in the drive will receive the Official IACP gift. The item sent will be at the discretion of the IACP.



"What makes the IACP one of the world's premier law enforcement organizations is the collective wisdom, experience, and expertise of our over 20,000 members. It is your voice and input that enables us to addresses cutting edge issues confronting law enforcement though advocacy, programs and research, as well as training and other professional services. You are the leaders who will shape the law enforcement profession and the IACP for years to come. That is why I believe that in order for the IACP to continue its record of accomplishment, it is imperative that we also continue to grow our membership."

President Yousry "Yost" Zakhary



IACP President's Membership **Drive Application**

International Association of Chiefs of Police P.O. Box 62564 Baltimore, MD 21264-2564, USA

| Phone: 1-8 | 300-THE IAC | P; 703-836-6767; | Fax: 703-836-4543 |
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| I am applying for the following category | of membership: Active Associate | Membe |
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| Name: | (Please Print) | Require |
| Title/Rank: | | |
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| City, State, Zip, Country: | | sheriffs, chiefs and national, state, pro municipal police d |
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| Signature: | Date of Birth: (MM/DD/Year)// | Officers who comm |
| Send mail to my ☐ Business ☐ Residence | Address I am a <u>sworn</u> officer. □ Yes □ No | district or bureau v department. Comm specified on the ap |
| Number of sworn officers in your agency | (if applicable) □ a. 1 - 5 □ b. 6 - 15 □ c. 16 - 25 | Chief executive off police systems and |
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| Approximate pop. served (if applicable) \square | l a. under 2,500 🖵 b. 2,500 - 9,999 🖵 c. 10,000 - 49,999 | Associate M |
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| Education (Highest Degree): | | police agencies bel of lieutenant. |
| Date elected or appointed to present posi | tion: | Superintendents as executive officers of |
| Law enforcement experience (with approx | . dates): | Chief executives, d |
| | | officers and techni- of city, county, stat |
| Have you previously been a member of I | ACP? □ Yes □ No | and national agence |
| EACH APPLICANT MUST BE SPONSORED BY AN ACTIVE | MEMBER OF IACP IN HIS/HER RESPECTIVE STATE/PROVINCE/COUNTRY. | responsibility for pactivities. |
| Sponsor Name: | Membership number: | Prosecuting attorn deputies and deput |
| Membership Dues – \$120 (U.S. dollars only – | includes subscription to <i>Police Chief</i> magazine valued at \$25.) | Professors and tecl |
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| | December 31 of each calendar year. | Employees of com providing services |

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.

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ficers of nercial security d private police

panies to law enforcement agencies.

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

Powder Springs—Boyd, Matt, Major, Powder Springs Police Dept, 1114 Richard D Sailors Pkwy, 30127, (770) 943-1616, Fax: (770) 943-8027, Email: mboyd@cityofpowdersprings.org, Web: www .cityofpowdersprings.org

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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.

Roy Breivik, Chief of Police, Sterling, Colorado

Frank J. Cox, Chief of Police (ret.), West Windsor Township, New Jersey; Lawrenceville, New Jersey (life member)

Ray J. Smiley, Chief of Police, Webster, Texas

James M. Williamson, Lieutenant (ret.), Littleton, Colorado



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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 inproviding 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 latraining 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

MIA-51ZE 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 SectionPromotes 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. Includedin 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 Artide 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

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 enforcment training.

State and Provincial Police Planning Officers Section

Open to sworm 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 (fieuten

University/College Police Section

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



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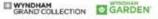




































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Non-conductive videoscope system

Instrument Technology, Inc. (ITI) has announced the launch of its new V5LE videoscope, which features non-conductive articulating fiberscopes, for inspection or observation into hostile environments or inaccessible areas. The V5LE is a compact, durable remote viewing system that provides clear, bright images for EOD, IED, and counter-measure investigations. The non-conducting, articulating insertion probe enhances user safety without compromising utility. All V5LE model videoscopes have four direction articulation and were developed for the most intensive and sensitive EOD/ contraband search scenarios. The V5LE features an intuitive touchscreen menu for digital documentation and capturing video and still images for training and evidence. The system provides infinite depth of field that does not require a focusing tool and features a Frame Rate Control function for enhanced low-light performance.

For more information, visit www .scopes.com/V5LE-Videoscope _System.html.

Situation management software

NowForce has signed an OEM agreement with Verint Systems Inc. in which the company's mobile applications and dispatch software will be integrated into Verint's Nextiva SMC, a next-generation situation management solution. The Nextiva SMC is a comprehensive software solution that provides real-time situation awareness, efficient response, notification and dispatch, investigation and debriefing, planning and compliance, and preventive intelligence to enhance situation management and improve security. NowForce's emergency response mobile applications turn users' phones and tablets into mobile data terminals, enabling organizations to dispatch responders based on existing protocols or via a patented dispatching engine that identifies and dispatches the closest, most relevant responders.

For more information, visit www .nowforce.com.

Gyro-Stabilized Mount

Optech's LF-410 Gyro-Stabilized Mount has ability to dramatically improve the characterization of specific locations of interest, enabling a gamechanging concept of operations for tactical surveillance and intelligence, including foliage penetration capabilities. The gyro-stabilized survey solutions tightly integrate lidar sensors and metric digital mapping cameras with advanced gyro-stabilization mounts for the dynamic leveling of airborne lidar and camera sensors during data collection. Arbitrary rotational movements of the aircraft (roll, pitch, and yaw) are dynamically stabilized for increased data collection efficiency, improved point data distribution, and perfectly aligned imagery.

For more information, visit www .optech.com.



Cloud-based management platform

Oncam Technologies announces its unique management platform, the OnVu360. The OnVu360 Management Platform uses an innovative, cloudbased architecture that is simple to install and configure and extremely adaptable. The power of the platform emanates from a small, pre-configured hardware gateway (or software on a local box, such as set-top box or console) and its connectivity to backend services. Once that connection is established, using fixed, wireless, or even mobile (GSM), OnVu360 has the ability to leverage unlimited computing power on the backend in order to keep the hardware required on-site as lean as possible. In addition, the OnVu360 Platform enables video recording and playback, analytics processing, userand device-management, notifications, and web services for customized application development and the dynamic addition of new services, including those created by third-party suppliers using OnVu's application programming interface (API). The system is designed for plug-and-play functionality.

For more information, visit http:// www.oncamtech.com.



Rugged tablet

Motion Computing's R12 Platform redefines rugged. The tablet takes bumps and bruises without showing them (perfect for law enforcement). The 12.5-inch screen means the tablet's ideally sized for easy viewing in the field, vehicle, and office. All accessories are produced by Motion to seamlessly work together. The tablets dock both on the office desktop and to the vehicle mount with or without the carrying case still attached with the new SlateMate. It has a magnetic docking capability. Just put it up next to the dock and it securely locks in. In addition, the keyboard uses Motion's proprietary new EasyCare solution to automatically pair to the tablet—without the need for Bluetooth.

For more information, visit www .motioncomputing.com.

Boots

Magnum professional boots offers the Viper Pro 8.0. Its waterproof and breathable bootie membrane keeps liquids, chemicals, and moisture out; its YKK circular side zipper allows for quick on-and-off option; the safety composite toe allows for ultimate, lightweight, airport-safe protection (ASTM F2413-11 approved); and it has full-grain, Magna shield leather and 1650 denier nylon upper. The durable upper lightweight materials offer ultimate performance: Clarino microfiber collar, non-metallic hardware, M.P.A.C.T response footbed for maximum comfort and shock absorption, ankle protection for support, hightraction outsole for maximum grip and slip resistance, and an EVA midsole.

For more information, visit http:// us.magnumboots.com.

Rescue cutter tool

Power Hawk Technologies Inc. announces their new C-1604 Shredder rescue tool cutter for motor vehicle accident emergency rescues that slices through the high-strength construction materials that are used in today's new cars and trucks. The Shredder cutter is a "plug-and-play" add-on to the Power Hawk P-16 Rescue System, a patented battery-powered and gear-driven (nonhydraulic) rescue tool that provides interchangeable spreader and cutter attachments. The C-1604 Shredder was developed to handle the increasing challenges faced by rescue personnel during vehicle extrications, due to new car designs and the tougher materials. Engineered to be lightweight and yet produce enormous cutting forces, the Shredder attaches to the P-16 Rescue Tool in just seconds, providing the power and expanded versatility for getting the job done.

For more information, visit www .powerhawk.com.

Sharpening stone

DMT's new Double-Sided Dia-Sharp MagnaBase System combines a large two-sided continuous diamond sharpening stone with a one-of-a-kind magnetic base. The stone enables longer and more consistent sharpening strokes, while the base affords quick and easy grit changes plus stability. As a whole, the system offers the ultimate in two-stage sharpening. And, like all DMT products, the new Double-Sided Dia-Sharp MagnaBase System delivers "Made in America" quality and performance.

For more information, visit www .dmtsharp.com.

Security software

VidSys announces the release of version 7.6 of its Physical Security Information Management (PSIM) software platform. The upgrade provides enhanced functionality, increased operating efficiency, and an expanded suite of product security tools and features. Administrators have more granular options for setting and controlling password protocols. Operating efficiencies include expanded options for device controls and access privileges; enhanced scalability to handle massive spikes of data usage; core tools for reduction of server loads; advanced mapping capabilities for faster and higher refresh of screens; and comprehensive device layering on maps for enhanced visualization for operators.

For more information, visit www .vidsys.com.



Weapon-mounted tactical light

Streamlight Inc. introduces the TLR-4 G, an ultra-lightweight, compact weapon-mounted tactical light for sub-compact and compact weapons, featuring a white C4 LED and an integrated green aiming laser. It is designed to maximize visibility and long-range targeting capability in a variety of tactical applications, particularly during daylight hours, when the color green appears brighter to the human eye than other colors. Its green 510-530 nm laser has an operating temperature range of -20° F to $+120^{\circ}$ F. Delivering 5,200 candela and 115 lumens, the new light features three lighting modes: LED only, LED and laser, and laser only. It measures 2.73 inches long and weighs 2.81 ounces.

For more information, visit www .streamlight.com.

Helicopter

The R66 Turbine offers many of Robinson's signature design features including a two-bladed rotor system, T-bar cyclic, and open cabin configuration. A fifth seat, dedicated cargo hold, and the Rolls Royce RR300 turboshaft engine distinguish the R66 from other Robinson aircraft. Specifically designed for the R66, the RR300 operates on readily available jet A fuel and delivers increased reserve power, improved altitude performance, and greater capacity. The R66 meets current FAA crashworthiness regulations and offers the latest in Robinson technology, including energy-absorbing seats and a bladder fuel system.

For more information, visit www .robinsonheli.com.

Integrated P25 solution

Codan Radio Communications and Catalyst Communications Technologies announce the successful integration of the Console Subsystem Interface open P25 digital interface (CSSI) between the two companies' products using each company's latest platform. This integrated solution offers high-level functionality and enhanced features to P25 users of Codan and Catalyst



products. CSSI supports trunking and is one of eight primary Project 25 (P25) interfaces specified in the TIA-102 suite of standards. The CSSI provides a digital Ethernet connection from the Codan P25 trunked radio system to console subsystems in a P25 trunked network. Catalyst's IP | CSSI Gateway software solution accesses digital control and audio functions from Codan's

P25 system at the infrastructure level. The result is sophisticated dispatch user control and communication using a straightforward Windows-based Graphical User Interface �

For more information, visit www .codanradio.com.



Line of Duty Deaths

"They will be remembered—not for the way they died, but for how they lived."

The IACP wishes to acknowledge the following officers, who made the ultimate sacrifice for their communities and the people they served. We extend our prayers and deepest sympathies to their families, friends and colleagues.

> Officer Jonathan Russell Long Akron, Ohio, Police Department Date of Death: August 15, 2013 Length of Service: 5 years, 1 month

Sergeant Daniel V. Davis Phenix City, Alabama, Police Department Date of Death: November 10, 2013 Length of Service: 8 years (with agency)

Patrol Officer Gregory T. Maloney Plymouth, Massachusetts, Police Department Date of Death: April 1, 2014 Length of Service: 17 years (with agency)

Deputy Sheriff Ernest Terrell Franklin Barren County, Kentucky, Sheriff's Office Date of Death: April 2, 2014

Officer Christopher Cortijo Los Angeles, California, Police Department Date of Death: April 9, 2014 Length of Service: 26 years (with agency)

Police Officer Dennis Guerra New York City, New York, Police Department Date of Death: April 9, 2014 Length of Service: 8 years (with agency)

Agent Marielis Morales-Santiago Puerto Rico Police Department Date of Death: April 10, 2014 Length of Service: 14 years (with agency)

Deputy Sheriff Mike Seversen Polk County, Wisconsin, Sheriff's Office Date of Death: April 14, 2014

Deputy Sheriff William Heath Kelley Covington County, Alabama, Sheriff's Office Date of Death: April 18, 2014 Length of Service: 8 years (with agency)

Deputy Sheriff Bryan Marshall Berger Spotsylvania County, Virginia, Sheriff's

Date of Death: April 28, 2014

Sergeant Patrick Scott Johnson Alaska State Troopers Date of Death: May 1, 2014 Length of Service: 23 years

Trooper Gabriel Rich Alaska State Troopers Date of Death: May 1, 2014 Length of Service: 7 years, 6 months

Trooper Chelsea Richard Florida Highway Patrol Date of Death: May 3, 2014 Length of Service: 9 years (with agency)

Police Officer II Roberto C. Sanchez Los Angeles, California, Police Department Date of Death: May 3, 2014 Length of Service: 6 years (with agency)

Police Officer Noel Hawk Eatonton, Georgia, Police Department Date of Death: May 4, 2014 Length of Service: 12 years (with agency) St's a night to remember...

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Importance of Quality, Timely, and Detailed Incident Data: Lessons from the Seattle Police Department

By Dick Reed, Captain, Seattle, Washington, Police Department; Karen Lissy, Research Social Scientist, RTI International; and Kevin Strom, Senior Research Criminologist, RTI **International**

The use of timely and accurate localized data to drive law enforcement operations toward more efficient and effective resource deployment is the benchmark for 21st-century policing.1

 \mathbf{F} or today's law enforcement and public safety chief executives, high-quality, detailed data is paramount for effective decision making. In addition to open source data, law enforcement agencies have records management systems (RMS), incident-based reporting systems, and information sharing tools that provide data on crime incidents, suspects, victims, and arrests. Together, these resources can be assessed to identify local and regional trends, to effectively deploy resources, and to support data-driven policing initiatives. In today's environment when agencies are confronting budgetary and staffing challenges, it is especially important that law enforcement executives continually leverage data to improve and expand decision making and to maximize available resources.

What Are Incident Data and How Can They Help an Agency?

High-quality incident data in law enforcement require accuracy, completeness, timely completion, adequate levels of detail, the ability to be catalogued and recalled, and ease of analysis. This generally consists of the details regarding the crimes committed, victims, offenders, suspects, locations, the nature of any injuries, and property taken or destroyed. Incident data can also include supplemental reports and statements made by victims and bystanders, investigative notes, and inventories of evidence. Since all of these items tend to be gathered at the scene, law enforcement data are most likely to be accurate, complete, and timely at the moment they are initially recorded by the responding officer or dispatcher. First responders will likely

have the best information regarding a particular incident or investigation. While records division staff are able to implement quality assurance to the particulars of the data entry requirements, they may unintentionally create inaccurate changes. It is therefore imperative that those performing the initial data entry be as accurate and detailed as possible.

Law enforcement agencies in the Seattle, Washington, metropolitan area were able to utilize standardized incident-based reporting and regional information sharing tools to identify "Apple picking" as a regional crime trend. Apple picking-strong-armed robberies to acquire expensive Apple products such as iPhones and iPods—was responsible for an overall increase in thefts throughout the area.² Law enforcement identified the trend because the incident data from many of the robberies specified the types of devices taken. Using these data, agencies in the Seattle area highlighted crime prevention tips specifically related to Apple picking neighborhoods and notified block watch captains about steps they could take to help reduce or prevent these robberies.3 After sharing the data regionally, and even nationally, law enforcement officials and prosecutors were able to jointly promote the creation of a "kill switch" that renders mobile devices inoperable after they are reported stolen.4

In addition to reducing time spent following up and editing reports by personnel in other divisions within an agency, high-quality incident data provides law enforcement executives with critical information that can be used to identify trends and better understand the nature of crime and criminal behavior in their jurisdictions. In New York City, officers were able to use incident data to recognize that approximately 70 percent of the cars reported stolen over a span of four weeks were more than eight years old. Detectives were further able to determine that a specific type of van—the Ford Econoline—was reported stolen 51 times so far, up from 19 at the same point in the previous year. Using these results as a starting point, detectives identified a state law that permitted anyone with two state DMV forms to serve as proxy for a title on a vehicle that was at least eight years old and was worth less than \$1,250.5 Detectives determined

that these vehicles were being targeted by individual criminals and groups for their value at scrap yards.

Besides identifying crime trends and aiding in resource and personnel deployment decisions, having access to high-quality incident data can help answer one of the most common and most important questions community members ask of law enforcement: "How safe is my community?" Generally when asked this question, officers use historic incident-level data to compare the current crime levels in the jurisdiction to the same date in previous years. Another alternative possible only with high-quality, standardized, incident-based reporting is to compare the jurisdiction against other jurisdictions in close proximity or with similar overall characteristics such as population size and demographic composition. For the Seattle, Washington, Police Department (SPD), comparisons with similar cities provide interesting insights and help answer important public policy questions for elected or appointed officials. Providing unbiased, detailed, and comparable trend information to communities can both increase transparency and allow law enforcement the opportunity to explain important differences between certain crimes (e.g., an unoccupied residential burglary versus the armed robbery of a citizen on the street) to citizens.

Seattle Police Department's Experience with Quality, Detailed Incident Data Reporting through NIBRS

The SPD recently became National Incident-Based Reporting System (NIBRS) compliant and began submitting its data to the Washington State NIBRS program in 2012. As part of this process, the agency has gained valuable experience, which has stimulated the following advice for other agencies.

Be patient, be flexible, and think creatively. Becoming NIBRS compliant is a process that does not happen instantaneously. The SPD's original plan was to adopt new software to make the transition of data from its RMS to NIBRS-compliant data "seamlessly compatible," beginning the process in 2008. Meanwhile, the department was also changing from paper

reporting to electronic reporting. The challenges the department faced included an employee learning curve, issues with the completeness and quality of the data being entered, and technical issues. The implementation of the new RMS, coupled with the implementation of a new CAD system months later placed a strain on officers, detectives, dispatchers, records staff, and technical support. Initial plans to begin the NIBRS certification process were then delayed to ensure a smooth implementation. Challenges included changing business practices to leverage the features of the "off- the-shelf" software applications; user training in an agency of nearly 1,900 employees; and managing a backlog of report transcriptions following the NIBRS data quality procedures.

Understand the technology and have the necessary support personnel in place ahead of time. With a mature understanding of the systems and the improvements in data quality at all parts of the organization, the SPD began working diligently in 2011 to become certified by the Washington Association of Sheriffs and Police Chiefs (WASPC). The WASPC is the state entity charged with the responsibility of reporting crime in Washington State, and the SPD worked collaboratively with its technology support personnel, WASPC staff, and the software vendor to implement the data transfer and achieve the low error rate required for NIBRS submissions.

Make data entry as easy and as thorough as possible. Ease of data entry is essential to obtaining department-wide buy in and cooperation. Online edits or prompts that require certain fields—such as geo-location, time, date, and incident type—be completed can help ensure the quality and completeness of incident data and will minimize the amount of follow-up required later. Working with the vendor to auto-fill repeating items where practical, such as incident number or offense number, can also ease the data entry process and reduce discrepancies, as will the inclusion of a descriptor code "cheat sheet" as a pop-up for patrol to consult. Even if an agency does not intend on immediately using some of the data collected, having access to it later may be critical for prosecution and reporting. For this reason, SPD's Records Division does not allow officers to submit reports until the reports are complete and correct.

Create a data dictionary for the agency's RMS. This dictionary should include all of the elements that the agency will likely need to examine and answer key policy questions, such as the optimal size of the agency, deployment strategy, and available resources. These answers can be used to ensure that data collection, staff training, and quality assessment efforts are in place to deliver accurate reports and that all information that could be necessary to inform the outcome measures is collected.

Build a system that has the ability to accommodate change. After the SPD initially developed the data collection tools with its vendor, Washington State law changed to mandate inclusion of "bias crime reporting." Vendor flexibility was paramount to completing the work that resulted from these changes. The SPD has amended the RMS software a handful of times since the original implementation in order to increase its usefulness and remain NIBRS compliant.

Train officers throughout the process and on an ongoing basis. Familiarity with the data required to properly complete the forms, the process of completing the forms, and the forms themselves are important to successful implementation. Therefore, department leaders should invest in ongoing training and automation. For example, even after the initial series of trainings before the updated RMS was implemented, SPD recognized that there was an error rate of approximately 4 percent, demonstrating the need for ongoing or continued training. Also, as laws and reporting requirements change, additional training for patrol officers and quality control checks can assist officers and reduce errors in data collection.

Prepare government officials and community members through education. The SPD spent an entire year preparing city officials and other community members for the potential increase in crime rates that would come from more accurate reporting and submitting data to the state IBR (incident-based reporting) system or NIBRS. Similarly, there was concern that community members would potentially express fears about their safety from reporting property crimes and low-level offenses that might have been previously undocumented in the Uniform Crime Report (UCR). To allay some of these fears, the SPD reports trends instead of

actual numbers, but the impact of the NIBRS reporting change in Seattle has not yet been fully explored.

Conclusion

The access and sharing of high-quality incident data through regional and national information sharing tools provides law enforcement executives with critical information that can be used to identify trends and better understand the nature of crime and criminal behavior in their jurisdictions. As more law enforcement agencies submit their data to NIBRS, the overall picture of criminal activity in communities and the United States will improve. The National Crime Statistics Exchange (NCS-X) initiative represents one effort to increase NIBRS reporting nationally by focusing on adding a selected sample of state and local agencies, including all of the United States' largest departments, to the existing 6,000+ NIBRS-reporting agencies. The goal is to create accurate and detailed nationally representative crime measures while also moving towards more comprehensive incident-based reporting across the United States.

The SPD is just one example of an agency that has successfully transitioned to more accurate incident data collection, reporting, and sharing. Through NIBRS, the department has been able to more efficiently and effectively deploy resources, contribute to evidence-based decisions affecting public policy, and continue to ensure public safety. The department—as well as other law enforcement agencies—has successfully undergone this process and is willing to serve as a resource to assist with describing how to work with vendors, selling the idea to patrol officers, working with community groups, and performing innovative analysis. Agencies should also be sure to work with their state UCR/NIBRS program and the FBI during the planning and implementation phases.

Notes:

¹James H. Burch II and Michael N. Geraci, "Data-Driven Approaches to Crime and Traffic Safety," *The Police Chief* 76, no. 8 (July 2009), http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display&article_id=1839&issue_id=72009 (accessed May 12, 2014).

²Hana Kim, "Stealing Smartphones from Owners—'Apple Picking'—Turns Violent," *Q13 Fox News*, November 12, 2013, http://q13fox.com/2013/11/12/violent-and-frequent-attacks-for-smartphones/#axzz2yrZ3BXJD (accessed May 12, 2014).

³Dale Johnson, "Holiday Safety Tips," Public Safety, *Our Broadview Neighborhood*, December 7, 2013, http://www.broadviewseattle.org/2013/12/07/holiday-safety-tips (accessed May 12, 2014).

⁴Meghan Barr, "Prosecutors Push for Anti-Phone Theft Measures," *Seattle Times*, June 13, 2013, http://seattletimes.com/html/businesstechnology/2021180211 _apussmartphonetheft.html (accessed May 12, 2014).

⁵J. David Goodman, "For Car Thieves, the Older and Heavier the Ride, the Better," *The New York Times*, April 8, 2014, http://www.nytimes.com/2014/04/09/nyregion/for-car-thieves-the-older-and-heavier-the-ride-the-better.html?src=xps (accessed May 12, 2014).

Resources to learn more about quality incident-level data and analysis in policing:

- Seattle PD's webpage with interactive crime statistics: http://web6.seattle.gov/mnm/incidentresponse.aspx
- WASPC's webpage with interactive NIBRS statistics for Washington State: https://www.waspc.org/windex.php?d=237
- NCS-X initiative website: www.iacptechnology.org/ncs-x.html

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HIGHWAY SAFETY INITIATIVES

NHTSA's Office of Defects Investigation Needs Your Help

By Bruce York, Division Chief, Medium and Heavy Duty Vehicles Division, U.S. Department of Transportation

The National Highway Traffic Safety Administration (NHTSA) and the International Association of Chiefs of Police (IACP) have long partnered to save lives and prevent injuries on U.S. highways. Working together, they're cracking down on drunk driving and distracted driving and pushing seat belt use across the United States to new, lifesaving highs.

NHTSA's Office of Defects Investigation (ODI) also has a strong safety record and wants to prevent injuries and deaths on U.S. roads.

ODI conducts testing, inspections, and investigations necessary for the identification and correction of safety-related defects in motor vehicles and motor vehicle equipment. As NHTSA's authority lies with vehicle manufacturers, ODI is authorized to get involved only when there are defects in a vehicle's design or manufacturing.

ODI accomplishes its mission of identifying defects primarily through the receipt of consumer complaints. In the case of light vehicles, ODI received more than 45,000 consumer complaints in 2013. However, in the case of heavy trucks and buses, ODI received only about 300 complaints during the same period.

This lack of defect information on heavy trucks and buses severely limits ODI's ability to identify defects in heavy vehicles, remedy these vehicles' defects, and prevent potential injuries and deaths. That's why ODI is reaching out to law enforcement and asking for its help.

Law enforcement officers are out on the road every day working to keep people safe. ODI asks them to also consider reporting any safety-related defects that they may encounter on heavy trucks and buses.

Limited resources make it impossible for ODI investigators to be everywhere at once. ODI relies on public input, fire investigators, insurance companies, crash investigators, and others to identify design or manufacturing defects that could possibly result in injury or death so that ODI can investigate and determine what action, if any, is necessary to remedy the issue.

Since its inception in 1966, NHTSA has overseen safety recalls of more than 497 million cars, trucks, buses, recreational vehicles, motorcycles, and mopeds, as well as 56 million tires, 73 million pieces of motor vehicle equipment, and 35 million child safety seats due to identified safety defects. It is the only U.S. federal agency with the authority to mandate a recall of motor vehicles and related equipment, including tires and devices intended to protect children in the event of a vehicle crash.

ODI ensures the remedy of safety defects in automobiles by first identifying potential trends in consumer complaints, Early Warning data, and other information; investigating those trends; requiring, if needed, that the manufacturer remedy the defective vehicles via a safety recall; and by monitoring those recalls to verify that the remedy is appropriate and that it is being applied to the greatest extent possible. ODI's activities are carried out by seven divisions within the office.

ODI conducts defects investigations and administers safety recalls to support NHTSA's mission of making roadways safer. In fact, more than 293 million of the vehicles recalled were as a result of investigations conducted by ODI enforcement. ODI seeks to identify defects that pose an unreasonable risk to motor vehicle safety and ensure those vehicles are recalled and that information relating to investigations and recalls is readily available to the public. The defects may be in the design, manufacture, or performance of a motor vehicle or motor vehicle equipment.

To identify these defects in heavy trucks and buses, ODI needs help. Please make ODI aware of any possible safety defects in the vehicles officers see on the road.

NHTSA takes the complaints received seriously. Every call and online submission is carefully evaluated and monitored by NHTSA defect investigators to determine if a trend exists around any potential defect and whether further action should be taken.

When a complaint is filed, staff first reviews the information and other data related to alleged defects to determine whether or not to open investigation. All complaints are reviewed within 48 hours, and if ODI feels a complaint merits further investigation, staff will reach out to the person who submitted the complaint for additional information.

Once a complaint is filed, all information is entered into ODI's vehicle owners' complaint database and analyzed with other complaints to determine if a safety-related defect trend exists. If a safety-related defect exists in a motor vehicle or item of motor vehicle equipment, the manufacturer must provide a remedy at no cost to the owner. The complaint is the first step in the process.

To be clear, ODI does not have to receive a specific number of complaints before an investigation can be opened. ODI gathers all available information on an issue and determines how to act based on the frequency and severity of that information—not on the number of complaints it received.

By submitting detailed complaints on vehicle defects, law enforcement officers (and other citizens) can play an important role in aiding NHTSA and automakers in identifying problematic trends and developing meaningful solutions.

If you see something that you believe to be a possible design, materials, or manufacturing defect on a vehicle, its tires, or other equipment, let ODI know so that it can investigate and take appropriate action. By working together, the IACP, NHTSA, and ODI can go the extra mile to protect American drivers and their families on the roads.

Contact ODI to report a defect: 844-SAF-TRUCK (844-723-8782) roadsidedefects@dot.gov.

NHTSA's consumer websites are additional resources for passing along observations about possible safety defects:

www.safercar.gov www.safertruck.gov

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