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SEPTEMBER 2010



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Addressing Changes to the Violence Against Women Act



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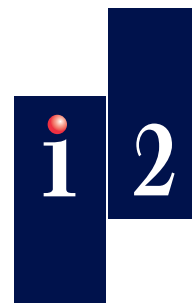
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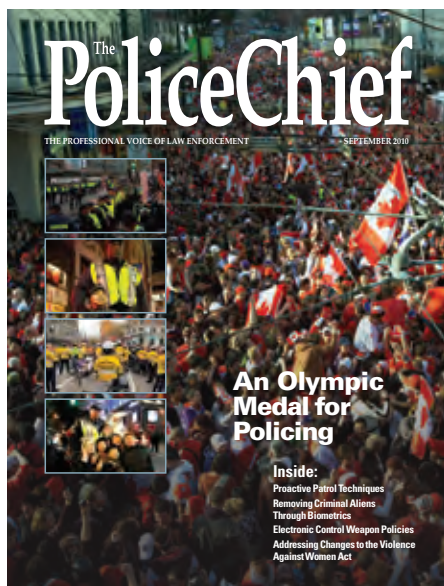
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In February 2010, the Winter Olympic and Paralympic Games were successfully staged in Vancouver, British Columbia, Canada. When the Olympics concluded, many compliments were extended to the games' organizers, the volunteers, and, notably, the law enforcement agencies that kept the games safe. Canadian officers protected individuals' rights to protest while maintaining public safety, and they kept celebrations under control. For more, see page 20, "An Olympic Medal for Policing: Lessons and Experiences from the Vancouver 2010 Winter Olympics," by Jim Chu, chief constable, Vancouver Police Department.

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Coordinated Effort Required to Curb Gun Violence

The persistent and pernicious problem of gun violence impacts communities across the United States on a daily basis. Ranging from random shootings and suicides to retaliatory assaults and targeted mass killings, violence committed with firearms universally challenges law enforcement and taxes resources. I believe this insidious problem requires us in law enforcement to lead a new, coordinated, and dedicated response involving citizens, elected leaders, lawmakers, and the entire criminal justice system.

IACP has a long-standing commitment to the eradication of gun violence through many avenues, including our role as a founding law enforcement partner in the national Project Safe Neighborhood (PSN) initiative, which has trained more than 13,500 officers on firearms trafficking interdiction; our ongoing collaboration with the Bureau of Alcohol, Tobacco, Firearms, and Explosives to promote the tracing of all recovered firearms; the diligent work of the IACP Firearms Committee; and our partnership with the Joyce Foundation, which began with the Great Lakes Summit on Gun Violence in 2007. The policy summit findings detailed in the *Taking a Stand* report brought the issue of gun violence into focus nationally and highlighted practical recommendations for communities to proactively engage in gun violence reduction efforts.

Recent actions by both the IACP and the U.S. Supreme Court are of note as we continue to address gun violence. I am pleased to announce that we are making substantial progress toward creating the IACP Center for the Prevention of Violence against the Police; we have received inaugural support from the Bureau of Justice Assistance and many other federal, state, and local organizations. Though the recent U.S. Supreme Court decision in *McDonald v. City of Chicago* affirmed the Second Amendment right to possess firearms, it also made clear that reasonable, well-thought-out firearm laws are valid and play a substantial role in protecting citizens from gun violence. Both of these actions relate to a much larger, nationwide gun violence reduction initiative now in development by the IACP with support from the Joyce Foundation.

In order to reduce gun violence across the United States, the IACP needs additional support. This is simply not a fight we can win unless we enlist the resources and interests of the entire law enforcement community. To that end, IACP is working to bring together law enforcement leadership organizations in

a National Law Enforcement Partnership to Prevent Gun Violence. In June at IACP headquarters, I convened an initial meeting with the presidents and executive directors of 10 key law enforcement organizations to discuss the problem and share information regarding the various efforts already under way to address gun violence.

There is clear consensus on the urgency of the problem and the need to stand together to promote both officer and community safety. Since all involved recognized the power and influence these leadership organizations represent and the unprecedented potential of a national partnership, the discussion quickly turned to a strategy for collaboration. A center point of this strategy is the development of a Statement of Principles, which will serve as a foundation for our joint efforts to reduce gun violence and promote safer communities. We are grateful to the following organizations for their vision and commitment to this partnership: the Commission on Accreditation for Law Enforcement Agencies, the Hispanic American Police Command Officers Association, the International Association of Campus Law Enforcement Administrators, the Major Cities Chiefs, the National Association of Women Law Enforce-

ment Executives, the National Organization of Black Law Enforcement Executives, the National Sheriffs' Association, the Police Executive Research Forum, and the Police Foundation.

The partner organizations stand together in support of this Statement of Principles and are developing an agenda to realize these key principles:

1. The level of gun violence in the United States, specifically firearm-related injuries and deaths including homicides, suicides, and accidental shootings, is unacceptable and demands immediate attention.
2. As law enforcement organizations, we believe the level and lethality of gun violence directed at police officers requires an organized and aggressive response from policy makers at the federal, state, and local levels.
3. Elected officials must commit to closing gaps in the current regulatory system, including those that enable felons, minors, persons with mental illness, and other prohibited persons to access firearms, and those that allow the trafficking of illegal guns.
4. Law enforcement plays a central and critical role in preventing gun violence and solving crimes. Effective strategies for the strict enforcement of laws concerning the illegal possession, trafficking, and criminal use of firearms are vital and need to be supported by data, research, technology, training, and best practices.
5. Because the public's health and safety depends on the efforts of law enforcement, agencies must have resources sufficient to prioritize the protection of officers and communities against illegal guns and firearm violence.
6. The crisis of gun violence in our country necessitates a sustained, coordinated, and collaborative effort involving citizens, elected officials, law enforcement, and the entire criminal justice system.

The unacceptable level of gun violence needs the collective response and efforts of this newly created National Law Enforcement Partnership to Prevent Gun Violence. I am encouraged by our collective potential to reduce the violence tearing at our communities. While the partnership can play a significant role, I urge you to become involved from your individual, organizational, and state roles. We will need law enforcement leaders and committed citizens everywhere to embrace this effort and join with us in taking a stand against gun violence. ♦



**Michael J. Carroll, Chief of Police,
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National Criminal Justice Commission Act Passes

By Meredith Ward, Legislative Representative, IACP

In late July, the House passed the National Criminal Justice Commission Act (H.R. 5143), sponsored by Rep. Bill Delahunt (D-MA). H.R. 5143, a companion to the Senate bill (S. 714) introduced by Sen. Jim Webb (D-VA), calls for a top-to-bottom review of the nation's criminal justice system. This initiative is a top priority for the IACP, and, thus, the legislation is strongly supported by the IACP.

H.R. 5143 directs the commission to study all areas of the criminal justice system, including federal, state, local, and tribal governments' criminal justice costs, practices, and policies. After conducting the review, the commission will make recommendations for changes to or continuation of oversight, policies, practices, and laws designed to prevent, deter, and reduce crime and violence; improve cost-effectiveness; and ensure the interests of justice.

In mid-January, S. 714 was approved by the Senate Committee on the Judiciary. The Senate is expected to debate the legislation this fall.

D-Block Allocation Gains Momentum

The IACP continues to push for critical legislation to allocate D-Block spectrum to public safety for the development of a national interoperable public safety broadband network. The IACP has participated in several events to push the legislation, including holding many briefings for congressional staff.

In April, the IACP announced support for H.R. 5081, the Broadband for First Responders Act of 2010, introduced by Representatives Peter King (R-NY) and Yvette Clark (D-NY). H.R. 5081 will allocate the D-Block spectrum to public safety for the development of a national, interoperable, public safety broadband network.

In mid-July, the IACP participated in a day of meetings on Capitol Hill and a press conference on this topic. At the press conference, IACP First Vice President Mark Marshall discussed the importance of allocating the D-Block spectrum to

public safety. That day, the IACP also announced its support for the Public Safety Spectrum and Wireless Innovation Act, introduced by Sen. Jay Rockefeller (D-WV), and the First Responders Protection Act, introduced by Sen. Joseph Lieberman (I-CT) and Sen. John McCain (R-AZ). These pieces of legislation seek to provide law enforcement and other public safety agencies with an additional 10 MHz of spectrum that is necessary to support a national, interoperable, wireless broadband network that will help them fulfill their mission of protecting lives in communities throughout the United States.

For the past year, the IACP has been urging Congress to pass legislation to remove the auction requirements for the D-Block and allocate that spectrum to public safety. For many years, the IACP has been a leader in promoting the development of a nationwide wireless broadband data network for law enforcement and public safety.

The IACP will continue to work with Congress to pass H.R. 5081 and will work with the Obama administration and the FCC to gain common ground on a successful conclusion to this conflict.

Senate Appropriations Subcommittee Releases FY 2011 Appropriation Amounts

In July, the Senate Appropriations Subcommittee on Commerce, Justice, Science, and Related Agencies passed its funding levels for fiscal year (FY) 2011—that is, amounts that will fund the Department of Justice in FY 2011.

The Senate version included \$510 million for the Edward Byrne Memorial Justice Assistance Grant after carve outs; \$468 million for the Office on Violence Against Women programs; and \$586 million for Community Oriented Policing Services (COPS) office programs—\$400 million of which is for hiring.

Earlier this summer, the House passed its version; the House bill provides \$442 million for programs administered by the Office on Violence Against Women, \$690 million for programs administered by the COPS office, nearly \$2.7 billion for programs administered by the

Office of Justice Programs, and \$413 million for Adam Walsh Act activities and other sex offender and child exploitation prevention and enforcement programs.

The subcommittee's proposed budget for FY 2011 represents the first step in the federal budget process. Appropriation bills now head to full House and Senate appropriations committees to craft the annual appropriation bills that fund the federal government.

Mandatory Collective-Bargaining Legislation Sidelined Again

In July, congressional supporters of the Public Safety Employer-Employee Cooperation Act (H.R. 413/S.1611) again attempted to pass the legislation by adding it to the supplemental appropriations bill in the U.S. Senate. The legislation was passed in the House earlier this summer and is strongly opposed by the IACP. Because of the hard work by IACP members and other organizations, the Senate failed to pass the provision.

This legislation would mandate that all state and local governments

- allow for the unionization of their police force;
- require collective bargaining with the union; and
- require bargaining over hours, wages, and terms and conditions of employment.

In addition, the legislation would also empower the Federal Labor Relations Authority (FLRA) to review the existing collective-bargaining laws in all 50 states to ensure that they meet the new federal standard. If the FLRA determines that a state fails to meet the standard, it will have the authority to mandate changes to that state's existing policies and procedures. ♦

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IACP Foundation and Motorola Partner for No-Cost Training

By Russell B. Laine, Chief of Police, Algonquin, Illinois, Police Department; Immediate Past President, IACP; and Chair, IACP Foundation

The IACP Foundation is proud to continue its history of offering training and professional development for law enforcement command staff in cooperation with the private sector by announcing the IACP Foundation/Motorola Digital Six Sigma (DSS) Training Program.

Background

In 1981, Motorola pioneered the quality program Six Sigma, which still enjoys widespread use today. Six Sigma is a business management strategy to improve the quality of process outputs by identifying and removing the causes of defects or errors and minimizing variability in manufacturing and business processes. At Motorola, Six Sigma has evolved into DSS, a business improvement methodology that focuses on customer requirements, process alignment, analytical rigor, and timely execution—all using applied technology.

While these tools have traditionally been used in the product design and manufacturing arena, recent years have shown an increased interest and benefit to applying them in select public safety problem-solving scenarios. These have included areas such as improving booking cycle times, refining recruiting and hiring processes, enhancing records management cycle time, and driving police-local business engagement to reduce property crimes.

Motorola-IACP Workshop

In keeping with a long history of collaboration with both the IACP and the IACP Foundation, Motorola has prepared a special two-day, intensive workshop to help law enforcement leaders use DSS methodology to more effi-

ciently manage process improvement within their agencies.

Motorola will be conducting this two-day workshop sharing general DSS concepts and introducing specific problem-solving tools that chiefs or command staff leaders might bring back to their agencies to more effectively review and revise current operations.

The session will conclude with an in-class workshop to prepare participants for using these tools in their local agencies to streamline, redesign, and improve processes that they have identified as critical within their departments.

The IACP Foundation is offering this opportunity to participate at no cost to 15 law enforcement command staff; however, there is no stipend for travel or lodging, so attendees must be able to commute to the class site or incur their own expenses.

Logistics and How to Apply

The course will be presented on Wednesday, November 10, 2010, and Thursday, November 11, 2010, at the Hoffman Estates, Illinois, Police Department.

Successful candidates for the training should be chief executives of their agencies or within the senior command staff of their agencies and responsible for oversight of significant areas of policy, procedure, administration, or operations. Candidates must be able to attend both days of the two-day training, with the understanding that there is no compensation for travel, meals, or lodging associated with this free training.

Interested parties should complete the application packet that can be accessed through the Foundation's website at <http://www.theiacpfoundation.org>, under the tab for "Programs" by clicking on "IACP Foundation / Motorola DSS Training." Applications will be reviewed by a subcommittee of the IACP Foundation board, and 15 candidates will be selected to attend the class. ♦

About Motorola

Motorola Solutions Incorporated has long been recognized as an industry leader in driving quality process improvement. The creation and continued evolution of quality practices like Six Sigma and DSS have resulted in Motorola being awarded the original Malcolm Baldrige National Quality award in 1988, followed by a second award in 2002.

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Principles to Promote Effective Agency Practices in Database and Information Management

By Michael Ramage, General Counsel, Florida Department of Law Enforcement (FDLE); and Privacy Officer, FDLE Fusion Center

Out of personal curiosity, an agency analyst repeatedly accesses databases she uses daily for official purposes to glean personal information about coworkers and others. Even though the analyst does not sell or use the information to commit a crime such as identify theft, the agency expends significant time and effort notifying those whose personal information has been inappropriately accessed. The analyst is disciplined, and the agency implements new steps to train and monitor individuals who are granted access to databases.

In another agency, a sworn officer uses official databases to help locate people for a friend who runs a repossession business. The officer is fired and is charged with a felony.

Both situations are based on recent events and demonstrate what can happen when agency personnel exceed their authorization in use of agency-provided databases. Databases abound that contain confidential, restricted, or personal information that relates to identifiable persons, in the form of personally identifiable information (PII). Managing those who have access to PII is crucial to the agency retaining public confidence in its ability to manage sensitive information. The use of fair information practices (FIPs) can assist agencies in reviewing their current information security practices and help promote responsible agency information management. What follows is a brief description of FIPs.

Specify the Agency's Purpose

First, an FIP requires that an agency identify the purposes for which information is collected and guard against pressure to use information for new purposes for which authorization or permission has not been granted. The individual who develops the FIP must have an understanding of

why the information is being collected and then apply that understanding to defining the limits on the current and future collection and use of the information. This designation helps prevent purpose creep, through which agency personnel develop new uses for information that are outside the authority for using the information that was originally granted. Original permissions granted by voluntary submission of information or authority provided by statutes or agreements may limit use of information only for certain purposes. Is a particular agency's collection of information specifically authorized? What are the source and parameters of that authorization? Does the agency use this information consistently with any original grants of authority? Agencies and staff must know and remain within stated purposes for collecting information.

Collect Only Relevant and Necessary Information

Just because an agency can obtain information does not mean the agency has a justifiable need or reason to obtain or retain it. Make sure that which is collected is relevant to and within granted agency authority. Law enforcement has a voracious appetite for information, and this principle guided by relevancy and necessity helps keep that appetite under control. Ongoing review of agency collection practices helps ensure that purpose creep is not occurring, and, as a result, more focused and more valuable information will be collected.

Ensure Information Is Accurate, Relevant, Timely, and Complete

This FIP requires agencies to implement safeguards to ensure information is accurate, complete, and current and to provide methods of correcting information discovered to be deficient or erroneous. Inaccurate information is dangerous and can lead to agency liability. Agencies are wise not to take significant action on information contributed by others until they have verified with the contributor that the information remains accurate, timely, and complete. Agencies must

take ownership of the information they contribute to databases. Individuals must promptly update and correct agency contributions to databases when errors or changes are noted. Agency employees must appreciate the importance of keeping information current and accurate and must know how to promptly effect corrections when needed. If it appears another agency may have used or relied upon another's contributed information before it was corrected, notice of the changes should be made directly to that agency.

Provide Public Notice of Information Practices

People have a right to know what types of information about them are being collected and maintained, in a manner that does not compromise the agency's mission. Transparency and candid responses to inquiries can often help to defuse potential concerns and future grievances.

Provide a Way to Review and Correct Errors

Not all information a law enforcement agency collects can be revealed to affected individuals, and this FIP does not call for agencies to compromise their missions or efforts. However, to the extent consistent with a law enforcement agency's mission, people who assert they have been adversely impacted by agency information should have the chance to review the information for accuracy and be provided a mechanism for requesting any necessary corrections.

Use for Specified Purposes

Agencies must limit the use and disclosure of information to the uses and intentions stated in their purpose specifications and ensure employees understand those limits. They cannot hold employees accountable for what they do not know or understand and therefore must carefully choose language to describe the standards. For example, allowing access to a database "for official purposes" is broader than access "for criminal justice purposes." Access "for criminal justice purposes" is broader than

access “only in conjunction with a criminal investigation.” Agencies must know their standards and state them clearly; use meetings and training sessions to articulate standards and define expected behavior; and then hold employees and their supervisors accountable for operating within the stated standards, thus reinforcing a culture of respect for staying within specified restrictions.

Protect with Appropriate Safeguards

This FIP requires that agencies assess the risk of loss or unauthorized access to information in their systems and ensure that ongoing use conforms to information-use limitations. Training is essential in implementing these safeguards, as is the investment in appropriate information security protections and technical support staff.

Inappropriate access to information carries risks and ramifications. Some states have statutes that mandate notification of affected persons when there has been a material breach of PII. Commercial information providers may require notification to them in the contracts agencies have with them. If notification has to be made, the time and effort spent in notifying persons can impose a heavy burden on an agency's resources. Individuals who are notified may be rightfully upset and demand to know what the agency has done to address the problem. The media will inevitably be interested in any story suggesting there has been an unauthorized access of agency files. Unauthorized access constitutes at a minimum an embarrassment to the agency and could very well result in significant political, citizen, press, or other criticism for lax information safeguards.

As in the case of the analyst and the officer mentioned at the beginning of this article, the problem often exists in using information beyond the legitimate authority granted. Beyond the internal agency concerns such as access causes, willful and knowing access beyond granted authority is a crime under many state and federal statutes. Employees should understand that they face agency discipline and even potential criminal liability for unauthorized access or use of information.

Hold Accountable and Be Proactive

Agencies should have a formal means of oversight to ensure that privacy and information quality policies are being honored by agency personnel. Who has access to which databases in a particular agency? Do those persons have a legitimate need for such access? Is the agency's listing of access authority current? Are grants of access promptly revoked when employees move to new duties or when they resign, retire, or are fired? Do supervisors regularly discuss restrictions with their employees? Are standards communicated regularly? Do employees with database access know what will happen if they violate the rules? Do agency executives provide an environment for coworkers to raise concerns about other workers inappropriately accessing information? Does the agency perform random auditing to ensure information restrictions are being honored? Has leadership checked to see where access is occurring to ensure passwords have not been shared inappropriately with others? Are employees accessing databases during off-duty times and, if so, why? When a violation is documented, does the agency consistently treat it as a serious disciplinary matter? Are procedures revised when deficiencies become known?

Conclusion

FIPs are essential tools for agencies intending to refine their information practices and avoid employee misuse of information. Good information management should include enforcing limits; defining uses; maintaining current and accurate information; ensuring security of the information; allowing review by adversely affected persons; and continued training, auditing, and proactive intervention to hold employees accountable. In today's world of increasing opportunities to collect PII and other sensitive information, agency self-management of information practices is essential to maintaining public trust in law enforcement's ability to use and maintain such information. ♦



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Investigating across the Spectrum of Conflict: The Air Force Office of Special Investigations

Today, U.S. Air Force Office of Special Investigations (AFOSI) special agents and staff professionals are stationed in more than 200 locations throughout the world. They carry out our mission of identifying, exploiting, and neutralizing criminal, terrorist, and force protection threats to the United States Air Force, the Department of Defense, and the U.S. government.

Historically, that mission has presented a variety of unique challenges to personnel, both in times of peace and in war. The post-9/11 world has once again created a global environment in which AFOSI agents find themselves working to counter these various threats at an amazing pace, with significant impact and substantial results.

With agents called upon to contribute in the fight against these threats in both domestic and overseas garrison settings, as well as in battle spaces abroad, the potential exists for our identity and role to be questioned.

In other words, are we law enforcement, military combatant, or force protection professionals?

AFOSI special agents are called upon daily to investigate serious offenses that threaten the ability of our U.S. Air Force to fight and win in space, in cyberspace, and in the sky, and carry out the myriad operations necessary to do so.

Just like any other segment of our society, the U.S. Air Force suffers from the scourge of violent crimes, including death investigations ranging from accidental to homicidal, and all manner of sexual assault offenses, including rape and child molestation.

That struggle extends to the challenges of investigating illicit drug distribution, high-dollar theft, and substantial fraud, all of which act to diminish our service's capabilities. While these offenses tear at the very fabric of our nation, they each hold the added potential of diminishing our military's ability to defend our country.

In the course of conducting investigations, our agents are dispersed around the globe, working alongside the U. S. government, foreign military, law enforcement, and force protection agencies.

We have joined efforts in combined arenas to pursue insurgency and terrorist threats in combat environments; we have captured this mission set in the doctrinal term Counter-Threat Operations (CTO).

This mission set has brought agents on a daily basis into the breach and outside the protective confines of U. S. bases to work with the citizens and the security forces of nations in which the Department of Defense (DOD) has an interest. Cooperatively, we identify threats to airpower and other DOD activities in any guise, be it an individual, a group, weaponry, or a criminal enterprise used to fund attacks on coalition forces.

Supporting the first U.S. Air Force activities moving into Afghanistan in 2001 and subsequently taking up positions on the various fronts of the Global War on Terrorism, AFOSI agents, working alongside our coalition partners, have successfully contributed to the identification, neutralization, and exploitation of terrorists and insurgents. These efforts have come at a heavy price to the command with 28 agents wounded or injured, and an additional 7 agents killed in action.

While engaged on these fronts, AFOSI agents have also been called on to continue their work

as contributors to the U. S. intelligence community, with our force protection mission helping to paint a clearer picture of a complicated world.

A crucial component of our support to the U.S. Air Force and DOD comes in our effort to search out and identify a variety of force protection threats. This involves breaking the planning cycle of terrorist organizations and foreign intelligence services.

Targeting an insider threat or employing proactive effort operations aimed at the entities attempting to carry out these actions are also components. The information gathered from these actions must make its way into the larger U.S. intelligence community to help bolster the defenses of our nation as well as our allies. The nature of this work has heightened our relationships with our colleagues from federal law enforcement and with our international partners.

While these seemingly multiple responsibilities have become more visible in a world fraught with regional and global insurgency, international terrorism, increased cyber attacks, and fourth generation warfare, today's circumstances are nothing new.

In fact, operating in diverse, challenging environments has been the AFOSI experience since its inception in 1948. As an agency, AFOSI has historically enjoyed a unique existence and continues in that vein.

We are law enforcement professionals who are also military combatants in our nation's service—two disciplines that many people in the United States have historically fought to keep separate through the ringing of posse comitatus concerns.

Additionally, we are force protection professionals who, even with the easing of restrictions between law enforcement and intelligence activities after 9/11, must remain ever vigilant of the civil rights and privacy concerns that stir heated debate at the law enforcement and the intelligence community nexus. While any number of our agency colleagues struggle with the balance between any two of these identities, we reside in a special arena, often working to maintain the equilibrium of all three.

To the U.S. Air Force, we are called on to act as the Federal Bureau of Investigations, the Drug Enforcement Administration, the Secret



Brigadier General Kevin J. Jacobsen,
Commander, Air Force Office of
Special Investigations,
Joint Base Andrews, Maryland

Service, and more, both at home as well as in the deployed environment.

We are a federal law enforcement agency operating throughout the full spectrum of warfare, seamlessly within any domain, conducting criminal investigations and providing force protection services.

We provide the Air Force with five robust capabilities that no one else can—we protect secrets, detect threats, provide specialized services, conduct serious criminal investigations, and offensively engage foreign threats.

Through our capabilities we produce seven effects, ensuring U.S. Air Force superiority. They are neutralizing criminal activities, protecting forces, ensuring acquisition integrity, developing a conduit for influence, enabling force engagement, securing technology and information, and providing global situational awareness.

It is not difficult to imagine that these various roles and responsibilities could lead to an identity crisis within an agency that is stretched around the globe in seemingly separate areas of expertise. So how do we resolve this complex quandary, which could potentially transform us into a fractured agency lacking a clear sense of self?

We do so by remaining focused on the core skill set that acts as our great unifier. Simply put, all of these roles have at their core the need for inspired and determined investigative capability.

The verb “investigate” is defined as an inquiry or study in order to ascertain facts and information—a relatively simple summation of what is often a difficult task. The ability to gather facts and information in a diverse set of circumstances forms the foundation of who we are and defines our identity. We pride ourselves on using the most valuable of weapons—a keen and creative mind—to unearth information critical to our decision makers in myriad circumstances, from battlefields to backstreets.

From the first days a prospective AFOSI agent steps through the door at the Federal Law Enforcement Training Center, we begin the process of both instilling and reinforcing the importance of critical thinking, formulating the right questions, and ultimately building a solid investigation, regardless of the targeted individual, the information, or the reporting vehicle.

The baseline skill set must certainly be augmented by a number of additional proficiencies including the ability to properly handle weapons, effectively manage human sources of information, craft operations with specific goals in mind, operate efficiently in simple or complex interagency environments, apply technical and forensic capabilities in the proper manner, and operate in austere environments, to list only a few.

Throughout an agent’s career, it is that core investigative ability that comes into play time and again in the execution of classic law enforcement matters, CTO in deployed settings, and force protection activities, whether reactive or proactive in nature.

The art and science of investigation is integrated into the final product of any report of investigation, be it a project designed for criminal prosecution, a target package intended to guide direct action units against combat targets, or a threat assessment and protective detail focused on protecting a VIP or sensitive program.

Recognizing a quality that makes something distinctive from another is central to establishing an identity.

In AFOSI’s case, that quality is the investigative capability we bring to the Air Force that proves critical in various capacities. Despite the myriad challenges our unique mission brings, we

can say, as our vision affords, that we’re a federal law enforcement agency providing investigative capability throughout the spectrum of conflict, be it peacetime, wartime, or conditions that fall somewhere between.

From the garrison to the combat zone, AFOSI agents exercise their investigative capability against a variety of threats to our Air Force, our sister services, and our coalition partners while continuing to function as law enforcement and military professionals. ♦



Photo Courtesy of: Robert Kalfus

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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.



Sokkia Robotic and GPS Total Stations Are Winning Bets for the Las Vegas, Nevada, Metro Police Department

Crash scenes often are problematic for investigators because of safety issues and long time blocks encountered while collecting evidence. However, these problems have diminished significantly with robotic and GPS total stations that allow the investigators to take highly accurate measurements from a distance via remote controls.

How well this application works is evident at the Las Vegas, Nevada, Metro Police Department (LVMPD), whose Fatal Crash Investigation Detail investigates between 200 and 300 fatal crashes out of the more than 30,000 traffic accidents the LVMPD investigates annually. To process this volume of crashes, the detail uses two Sokkia SRX series total stations with robotic technology. It also recently acquired three new Sokkia GRX1 GNSS systems. The robotic and GPS total stations now join two Nikon total stations that have been used for years.

The Sokkia GPS system—the GRX1 GNSS—is used for applications involving real-time kinetic (RTK) base or rover, for a network RTK rover, or even as a static receiver.

Sokkia's GRX1 GNSS includes the new SHC250 data collector for faster data collecting and calculations; a dual-frequency, 72-channel GPS receiver for best capture of satellite signal; and built-in Bluetooth connections and minimal cables, meaning faster setup.

"The two main benefits of using GPS total stations is ease of use and one-person operation," said Detective Bill Redfair, lead detective in LVMPD's Fatal Crash Investigation Detail. "The devices will increase the efficiency with which detectives will be able to investigate crash scenes, and the accuracy is second to none."

Equally pivotal, Redfair added, is that his detail uses the total stations to map the crash that occurs in accident-damaged vehicles. And once a crash scene is mapped with the Sokkia RTK systems, he continued, "Now you have data that

you can use in animation, scene reconstruction, and simulation."

Crash scenes are now mapped faster than ever before. Previously, LVMPD's Fatal Crash Investigation Detail would spend four to five hours mapping a fatal accident scene with its older total stations. Redfair says that now, with the GPS systems, this process takes less than three hours.

For more information, visit <http://www.sokkia.com>.

Sypherlink Builds Data Sharing Hub for Dallas County, Texas, Court Information-Sharing Program

Sypherlink Inc., a data-integration software and National Information Exchange Model (NIEM) conformance provider, recently announced work is under way to create the central data sharing hub to support the Dallas County Secure Data Exchange (DC-DEx), a program designed to improve court processing procedures throughout the county and serve as the foundation for law enforcement data sharing across the county's 26 cities.

Sypherlink was awarded the project, along with contracting partner CIBER Inc., and is providing the NIEM-conformant data standardization via its NIEM Harmonizer Hub product. NIEM Harmonizer Hub will enable DC-DEx to share data and become interoperable with other leading information-sharing efforts.

Dallas County is among the first jurisdictions in the United States to put the FBI's Law Enforcement Data Exchange (N-DEx) program standards to work to simultaneously support both regional information-sharing and submission to the FBI as part of the same project.

"Sypherlink is a critical component to helping us architect this important information sharing program," said DC-DEx program manager Bill Brown. "With a unique focus on integrated justice sharing and deep expertise helping agencies and their vendors to quickly comply with NIEM, we are confident their expertise will enable our success."

DC-DEx will not require individual agencies to replace or alter existing records or court management applications. Instead, it will enable them to feed their data to a NIEM-conformant layer that will standardize the data before feeding a central information hub.

According to Brown, one of the first objectives of the DC-DEx will be to improve court

processing procedures by integrating critical law enforcement data, including incident, arrest, offense, and case-filing information from regional law enforcement agencies into a single data warehouse. "This will enable agencies to submit offender data electronically, thereby reducing time and effort required to submit booking and case information to the county," he said.

For more information, visit <http://www.sypherlink.com>.

Minnesota Justice Information Services Deploys BIO-key Biometric Identification

BIO-Key International Inc. announces the statewide expansion of the state of Minnesota's eCharging pilot. This solution utilizes BIO-key's WEB-key fingerprint biometric software for officers to establish their identity when electronically signing criminal complaints.

The paperless eCharging system increases efficiency by allowing police officers and prosecutors to electronically transmit charging documents in real time with the courts. The electronic delivery eliminates duplicate data entry, forms, time, and travel for document delivery.

This system saves police officers hours of time previously spent on paperwork, which enables them to get back out in the community faster. What used to take days now takes only minutes. To establish their identity when electronically signing a complaint, law enforcement officers simply place a finger onto an inexpensive fingerprint reader that plugs into the officer's computer. The BIO-key software quickly and accurately establishes the officers' identities by comparing scanned images against their previously registered fingerprints.

"Feedback from the pilot users was very positive and the use of the system has been found to be very intuitive," said Jill Oliveira, public information officer for the Minnesota Department of Public Safety Bureau of Criminal Apprehension. "The biometric signing is fast, accurate, convenient, and easy to use."

Chief Dana Waldron from the Virginia, Minnesota, Police Department added that he wouldn't dream of going back to paper.

Major benefits of the system include time savings, workflow monitoring, auditing, and high acceptance among law enforcement officers and the courts. ♦

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An Olympic Medal for Policing: Lessons and Experiences from the Vancouver 2010 Winter Olympics

By Jim Chu, Chief Constable, Vancouver Police Department, Vancouver, British Columbia, Canada

In February 2010, the Winter Olympic and Paralympic Games were successfully staged in the city of Vancouver, British Columbia, Canada; the resort community of Whistler; and adjoining municipalities. Vancouver became the largest metropolitan area to host the Winter Games, and an unprecedented number of athletes, officials, spectators, and celebrants participated in the event, which also was watched by record television audiences. When the Olympics concluded, many compliments were extended to the games' organizers, the volunteers, and, notably, the law enforcement agencies that kept the games safe. This article will highlight the key policing challenges and offer lessons learned on public order-policing practices that apply to any large-scale public event.

The Background

Security is always a paramount consideration during the Olympics, and the lead responsibility for the security of the Vancouver 2010 games was given to Canada's national police service, the Royal Canadian Mounted Police (RCMP). Early in the process, the RCMP realized that an operation of this scale and magnitude required strong partnerships with local police agencies of jurisdiction and, hence, created the Vancouver 2010 Integrated Security Unit (ISU), which primarily comprised police and military security planners. The overall security budget for the ISU was approximately \$555 million.

The policing story of the 2010 Winter Olympics can be broken down into three components:

1. The protection of Olympic Games participants (athletes, officials, and spectators)
2. The right to freely assemble and protest
3. The management of large celebratory crowds

Protecting Participants

The ISU took responsibility for the security of the official competition venues and

several noncompetition venues, including the athletes' villages, the main media center, and the Vancouver International Airport. In addition, the ISU was responsible for athlete transportation security and the protection of internationally protected persons. It is well known that past Olympic Games have attracted terrorists (for example, the 1972 hostage taking and killing of Israeli athletes in Munich, West Germany) and lone-wolf criminals (for example, the 1996 Atlanta park bombing). Numerous heads of state and other internationally protected persons attend. More than 6,000 police officers; 4,500 private security personnel; and 4,000 Canadian military resources were utilized to ensure these official Olympic sites were secure. To fortify venues such as the hockey stadium and ski hills, the ISU created airport-style screening checkpoints for staff and spectators and constructed fence lines with perimeter detection systems and closed-circuit television cameras. Outside the fence lines, security fell to the local police of jurisdiction with ISU resources for support and for national security incidents. The hosting jurisdictions received funding through the ISU to help cover the associated costs of policing the games.

This high level of readiness and security delivered by the ISU resulted in a great outcome of no terrorist or serious criminal acts occurring in any official Olympic site. Overall, venues were safe and secure, and the policing story of the 2010 Winter Olympics shifted from security of the official sites to policing protests and the large celebratory

crowds. Within the city of Vancouver, both of these challenges were the responsibility of the Vancouver Police Department (VPD).

Political Protests

The city of Vancouver is considered one of the world's most liberal cities. It has a large concentration of illicit drug users (including users of crack cocaine and heroin) and is home to the first supervised drug-injection site in North America. During the lead-up to the games, activist groups in Vancouver made public accusations that Vancouver police would cleanse the city and suppress dissent by

- sweeping the streets clean of the mentally ill and poor people,
- kidnapping homeless people and shipping them out of town,
- kicking in doors of homes and businesses to take away signs that criticized the Olympics and,
- beating and arresting protesters.

The local branch of the Canadian Civil Liberties Association initiated a legal observer program for volunteers to receive special training in law; first aid (to help peo-



Officers work at the Vancouver Police Department's emergency operations center.

ple beaten by the police); and use of video recorders to capture what the association claimed would be inevitable instances of excessive force by police. To counter these allegations, senior police officers from the VPD and the ISU went on public record and met with these groups to reiterate that the right to protest, which is guaranteed under Canadian law, would be upheld by the police and that no special measures to sweep the streets would occur. The activist groups remained relentless with their condemnations of the police, and the news media reported on these criticisms.

The Canadian Constitution guarantees rights such as freedom of assembly, thought, religion, and expression. Approximately three times a week and throughout the year, protests are held in Vancouver with causes ranging from local issues (for example, the environment and homelessness) to international issues (for example, oppression in Iran and antiglobalization). One of the larger Critical Mass rides for freedom to ride bicycles occurs in the city's downtown core. All of these events take place without serious incident, and, overall, the VPD has a strong track record of facilitating lawful protests.

The first test of the VPD approach to protests occurred two days before the 2010 Winter Olympics opening ceremony. Prime Minister Stephen Harper was in Vancouver



Police face protesters at the 2010 Winter Olympics opening ceremony.

and wanted to attend a Chinese New Year celebration in a Chinatown community center. Protesters who were in disagreement over his administration's opposition to the supervised injection site quickly marshalled 200 agitated protesters and blocked the entrance to the community center. They used chains and tape to lock the doors. The

VPD police commander at the scene decided to allow the protest to continue, and after the protesters made their point with the news cameras, they withdrew and VPD officers removed the tape and chains from around the doors.

The next day had protest groups looking for key places along the Olympic Torch

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Officers approach protesters in the Heart Attack march in Vancouver's downtown.

Relay to disrupt the procession. They laid down barbed wire and blockaded intersections. The torch was rerouted around these blockades and instead of the image of armed and helmeted police arresting protesters, the media reported on school children and war veterans who missed the once-in-a-lifetime opportunity to see the torch because of the "selfish" protesters.¹

The next day, just prior to the opening ceremony, 1,500 chanting protesters wound their way through Vancouver streets and were shadowed by VPD bicycle patrol officers. While traffic disruptions were tolerated, a preplanned decision was made that the opening ceremony would not be interrupted. The proverbial "line in the sand" was drawn on the street outside a stadium that was filled with 60,000 spectators and athletes.

The protesters were stopped by 350 officers from the VPD and the ISU/RCMP. The VPD officers were specially trained officers from the Crowd Control Unit (CCU), who locked arms and would not let the crowd move closer to the stadium. They were backed by officers on horseback and arrest teams. The CCU commander deployed his officers in soft hats without face shields.

As the night went on, the composition of the protest groups became clearer. Some were idealistic people who wanted to peacefully express their personal beliefs. This included Native Indian elders, seniors against poverty, and environmentalists. The same crowd also contained approximately 100 anarchists and criminals who practiced a technique called Black Bloc. This tactic is used by anarchists who cover their faces and heads with black, ninja-style masks to make it difficult to identify them when they commit criminal acts.

As dusk descended, this large crowd surged several times, but the police line held steady. The criminal protesters became frustrated. They wanted police officers to wade into their ranks and start fights with them. They wanted the image of a police officer hitting a protester with a baton. They wanted to get tear gassed. They wanted the news media to record images of the police battling protesters, like what happened at the 1999 Seattle World Trade Organization (WTO) riots, the 1997 Vancouver Asia Pacific Economic Conference (APEC) confrontations, and the 2001 Quebec City Summit of the Americas riots. The anarchists spat into the faces of the frontline officers. They threw barricades and tried to incite the legitimate protesters to violence by shouting "The police are beating the elders!" and other lies.

One woman on the front line was 53-year-old Shena Meadowcroft, who was personally against the government spending on the Olympics. Her account in an e-mail to the Vancouver police

chief provides the best description of the restraint shown by the integrated public-order officers.

I myself spent the better part of an hour or more face to face with several police officers. I will never forget how extraordinarily well I was treated by them. I wish that I could personally thank each and every one of the police officers who showed the utmost concern to my well-being that night. I was continually offered an opportunity to leave, and when I expressed my need to remain where I was, my needs were respected. Even while there was intense pushing and shoving on both sides, several of the officers kept asking me if I was OK.

Your officers were continuously insulted and spat upon, screamed at. At no time did I see any of them respond with anything but civility and politeness. What I can say is that no one deserves the continual berating and harassment, obscenities and personal attacks that these officers were subject to that night.

The opening ceremony protest was volatile and could have erupted into violence

and mass arrests that would have overshadowed the event. Fortunately, the night ended peacefully. There was only one arrest; no protesters were injured, although two police officers had minor injuries. The news media reported on the exceptional restraint shown by the police, and the civil liberties "legal observers" had nothing to record.

The disciplined police response during the preceding week reduced the number of protesters that turned out the following morning for the so-called Heart Attack protest march designed to "clog" downtown streets. The attendance from legitimate protesters was low because during the last few days, the VPD had upheld the rights to free assembly and the expression of personal beliefs. Instead of the anger towards the police growing like it did in the Seattle WTO, Vancouver APEC, and Quebec City conflicts, the enmity towards the police and state institutions waned significantly. On the contrary, the public resentment towards the protesters was increasing.

The Heart Attack march began with several anarchists openly encouraging criminal acts to provoke the police. Instead of being backed by 1,400 legitimate protesters like the night before, the approximately 100 criminal anarchists had only about 100 legitimate protesters to hide behind. The criminals again used the Black Bloc technique and as they marched along Vancouver streets, they started to damage cars and buildings.

They arrived in the downtown core and began to smash the windows of a retailer that sold Olympic clothing. It was at this point that the VPD CCU officers, backed up by ISU/RCMP tactical troop officers, were deployed onto the streets to make arrests. CCU members heard citizens on the street applaud them as they exited their vans. The people on the streets shouted "Go, VPD, go get them" as the officers made arrests and dispersed the protesters. After about 90 minutes of physical confrontations, the criminal protesters were under police control and seven arrests were made at the scene.

The news media covered these arrests extensively and the public sentiment was overwhelmingly supportive of the police actions. Afterward, the police media statements were careful to distinguish that the police arrested the "criminal protesters" and still respected the rights of the "peaceful protesters" to express their views.

The death of a Georgian luge athlete in a training run, the warm weather and lack of snow, and the disruptions by the criminal protesters had prompted a British reporter to label that particular Olympics as the "worst games ever."² However, by the end of the second day, the wind in the sails of the anti-Olympic protest movement had dissipated. In subsequent days, the protest movement broke further



People protest homelessness during the 2010 Winter Olympics closing ceremony.

apart with the anarchists being shunned by those who respected Canadian laws. At one meeting, the head of the local branch of the Civil Liberties Association received an actual pie in the face because he had criticized the law breakers.

There were still two or three protests each day of the Olympics, but each was poorly attended with only a dozen or so participants and drew minimal media attention. By the last few days, the police had to protect protesters from exuberant Canadian hockey fans who were shouting "Get a job." The tide definitely turned against protest-

ers on the second day of the Olympics, thanks to police restraint, shifting the media's and the public's attention to the athletes and the actual sporting events.

The Celebratory Crowds

There were several free pavilions and live sites where the public could soak up the Olympic atmosphere. Tickets were not necessary and as the week went on, the number of people converging in the downtown core approached several hundred thousand. It was impossible to walk around without seeing wall-to-wall people with red mittens and Olympic and Canadian clothing. Local residents showed unprecedented patriotism and support for the games, and visitors also enjoyed the streets of Vancouver. The weather was the warmest winter on record for Vancouver, and people basked in the sunshine.

Vancouver bore the legacy of the 1994 Stanley Cup riots. After the local hockey team lost the final playoff game, thousands of rampaging youths broke windows, looted stores, overturned police cars, and damaged property. Furthermore, concerns over potential riotous behavior caused Vancouver police spokesperson Constable Anne Drennan to tell the public not to come downtown for New Year's celebrations for the year 2000.³ This gave rise to the label "no fun city" and for many years; the VPD was criticized for starting the "no fun" reputation.

During the games, the large day and evening crowds were concentrated in the blocks comprising the downtown Granville Street Entertainment District (GED), which is populated by numerous restaurants and bars. The crowds in the GED got larger each night as people flocked to celebrate medal and hockey team wins. Up to three hockey games per day would bring 18,000 spectators into the GED. The VPD media spokespersons encouraged people to come downtown and celebrate and talked about the fun and family-oriented atmosphere.

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The GED came into existence around 10 years ago when 1,700 liquor seats were added to the area, along with extended hours. At first, the GED became known as the Street of Shame because of the large number of fights, drunken hooliganism, and rowdy behavior. The beat officers working the GED called the weekends "fight nights." Police commanders ordered officers to practice zero tolerance and to enforce all laws to crack down on the aggressive behavior.

Four years ago, the VPD adopted new strategies in the GED. Instead of zero tolerance, the VPD adopted a meet-and-greet strategy with officers in visible vests making eye contact with people and encouraging people to have fun in a responsible manner. Street closures created more walking room and people started to come to the GED to experience the nightlife and street ambience. The meet-and-greet strategy was ideal for the massive Olympic crowds, and the experienced CCU members formed the bulk of the GED policing contingent.

Even though hundreds of thousands of people were staying downtown in the evening hours, there was only one problematic night. Midway during the games, a disk jockey named Deadmau5 (pronounced "Deadmouse") played at a city-run outdoor concert site. Thousands of people arrived in the early afternoon to line up to get into the

venue. Thousands more were turned away and decided to party in the street. Deadmau5 turned up the volume so that people outside the venue would hear his performance. The VPD then had to police large and potentially unruly crowds both inside and outside the venue.

A significant amount of illicit drug and liquor consumption took place that night. People refuelled their exuberance by swarming nearby liquor stores. When the concert ended, 15,000 youth headed to the GED, which was already full of intoxicated people. The Canadian men's hockey team had lost to the United States in a game earlier that evening, and flag carrying Americans were harassed. There was a tenor of violence in the air. Many fights occurred. Fortunately, as the night went on, the situation stabilized and no major problems were experienced, thanks to proactive police intervention.

The next day, the VPD approached the provincial liquor board and obtained an emergency order for liquor stores to close early, at 7 p.m., for the remainder of the Olympics. This was a strategy identified in the 1994 Stanley Cup riot review report. VPD CCU officers on the GED were backed up with additional ISU/RCMP resources. In addition, a perimeter policing strategy was put into place

using 100 additional police officers to monitor the laneways, the transit stations, and the pedestrian corridors. People who appeared to be consuming alcohol were stopped. Liquor was poured out and those who were uncooperative received \$230 fines for consuming liquor in public. This strategy, coupled with the inability of celebrants to refuel on alcohol, created greater calm on the remaining nights.

An important component of the VPD policing strategy was the media messaging. VPD media spokespeople encouraged people of all ages to come downtown and enjoy the street party. Attempts by the news media to paint the GED as unsafe were rebuffed. The VPD reasoned that if the general public was told to worry about drunken hooligans, they would be deterred from coming downtown, which would mean that crowds would be dominated by drunken hooligans, and Vancouver would be the "no fun city" again. Instead, the VPD encouraged people of all ages and backgrounds to come downtown, have fun, and enjoy the street ambience. VPD CCU officers facilitated crowd movements, shook hands, and posed for many pictures.

The last day of the Olympics saw Canada win the men's hockey gold medal in overtime. Two hundred thousand people poured into the downtown core, and



Fans of Team Canada celebrate a gold medal win in hockey.


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A VPD officer poses with a member of the public in the downtown Granville Street Entertainment District.

revellers engaged in impromptu renditions of the Canadian anthem and other cheers. The relationship between the police and the celebrants was extremely positive. The police were viewed as coc celebrants and were constantly high-fived and thanked for keeping everyone safe. The smiles of the officers, their discretionary approach to public liquor consumption ticketing, and the message to come downtown because the police would ensure the public's safety created many fans of policing. Celebrants would chant "Can-a-da," and when they saw Vancouver police officers, they would chant "V-P-D."

Lessons Learned

The major lessons that were learned or reinforced during the games include the following:

1. Ensure there is a clear division of responsibility. An event as large as the Olympics has many overlapping issues and resources. The ISU, of which the VPD was an integral part, established a clear chain of responsibility and accountability. The ISU engaged in detailed planning, kept the athletes and venues safe, and offered significant support to the local police.

2. Don't give a reason to protesters to hate the police. Many changes in unjust laws and policies have come about because of legitimate protests. The police should facilitate freedom of expression

and make arrests only when the actions are clearly criminal.

3. Create balanced crowd dynamics. The more you can encourage people of all ages and backgrounds to participate in an event, the more likely hooliganism will look out of place and be considered inappropriate. The crowd can help police itself with the condemnation of bad behavior. Drunken people behave better when there are children and seniors in proximity, and the police can help create this healthy balance of celebrants with positive media messages.

4. Training is critical. The VPD created a highly trained crowd control unit, and senior personnel were trained with overseas agencies. The VPD has a public order commander certification program. New commanders are mentored and are certified for command only after adequate performance in real situations. The patience and discipline shown by frontline CCU members on the opening night was a significant turning point in the policing of the games.

5. Discourage festival seating. For performers who attract a crowd that is more prone to irresponsible behavior, do not permit organizers to offer festival seating. This will give rise to lengthy lineups and large numbers of frustrated concertgoers who cannot gain admission into the venue. This doubles the problem as the police have to secure both inside and outside a venue. If tickets for general admission are used instead, lineups and problems can be minimized.

6. Meet and greet people. VPD officers were well versed in making eye contact with visitors to the GED. They wore visible reflective vests and worked in pods to disperse unruly gatherings. They used a relaxed approach, and their goal was to calm situations. As the games went on, the officers felt like part of the celebration and smiled and posed for many pictures.

7. Prepare for the unexpected. The VPD and the ISU were able to address shifting needs for resources. In spite of the best forecasting and planning, the games had more people congregating downtown than was expected. Because of the ability of the police agencies to work together and adjust to changing dynamics, the public was kept safe and no major incidents occurred.

8. Set reasonable boundaries on behavior. Many celebrants wanted to consume liquor in public places, which is permitted in some jurisdictions. Striking the right balance between enforcement (it is against local laws in the provincial Liquor Control and Licensing Act to consume liquor in public) and warnings can keep the crowd in check, while also creating goodwill.

9. Lead your staff. Over the 17 days of the Olympics, the VPD chief and his command staff walked the front lines meeting officers, members of the public, and the news media. While reports up the chain of command are helpful, it is also important to see and experience the situations firsthand and talk directly to officers on the front lines to better understand and interpret what is going on. For extended deployments,



A VPD officer is pictured with members of the public during the 2010 Winter Olympics.

encouraging tired officers and bolstering their spirits are critical. Fatigue and associated impatience was a significant concern, and the frequent sightings of command officers helped staff morale.

The Victory Lap


The story of the 2010 Vancouver Winter Olympics was not about security, crime, or stifling of legitimate dissent. It was rightly about the athletes and public celebration. During and after the Olympics, kudos and compliments flowed into the VPD in the form of letters, e-mails, and phone calls. VPD officers had strangers offer to pay their dinner tabs. People openly praised the police and the local newspaper printed "Police Deserve a Medal for their Performance."⁴ Even the Civil Liberties Association complimented the police and noted that not one instance of wrongdoing was observed by their legal observers.


The combined efforts of the VPD- and the RCMP-led ISU created a high benchmark for policing. New Orleans Saints owner Tom Benson, in a letter to a Vancouver newspaper, wrote, "As a native and lifelong citizen of the great city of New Orleans, which knows how to put on a world-class event, I would like to so express how impressed I was with your city when I visited for the 2010 Winter Olympics."⁵ NBC *Nightly News* anchor

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Vancouver Police Department members (from left) Deputy Chief Doug LePard; Chief Constable Jim Chu; and Deputy Chief Bob Rolls walk through the downtown Granville Street Entertainment District.

Brian Williams expressed his thanks for "securing this massive event without choking security and without publicly displaying a single automatic weapon."⁶ People from everywhere had the time of their lives because of the gold medal performance of the Vancouver police and the policing partners in the ISU. ♦

Law enforcement agencies can obtain a detailed report on policing the 2010 Winter Olympics in Vancouver by contacting the author at jim.chu@vpd.ca.

Notes:

¹Quoting British Columbia Premier Gordon Campbell; CanWest Olympic Team,

"Anti-Olympic Protesters Clash with Police in Vancouver," *Vancouver Sun*, February 22, 2010, <http://www.vancouversun.com/sports/Anti-Olympic+protesters+clash+with+police+Vancouver/2561450/story.html> (accessed August 17, 2010).

²Lawrence Donegan, "Vancouver Games Continue Downhill Slide from Disaster to Calamity," *The Guardian*, February 15, 2010, <http://www.guardian.co.uk/sport/2010/feb/15/vancouver-winter-olympics-2010> (accessed August 17, 2010).

³Craig Jones, "The Mayor, the Police, and the 'Culture of Arrogance,'" British Columbia Civil Liberties Association (from the *Vancouver Sun*, January 14, 2000), <http://www.bccla.org/othercontent/00craignewyears.html> (accessed August 17, 2010).

⁴"Police Deserve a Medal for Their Performance," *Vancouver Sun*, March 4, 2010, <http://www.vancouversun.com/sports/Police+deserve+medal+their+performance/2639788/story.html> (accessed August 13, 2010).

⁵Tom Benson, "Saints Owner Impressed," *Vancouver Sun*, March 23, 2010, <http://www.vancouversun.com/entertainment/Saints+owner+impressed/2715023/story.html> (accessed August 13, 2010).

⁶Brian Williams, "Leaving behind a Thank-you Note," the Daily Nightly on msnbc.com, February 26, 2010, http://dailynightly.msnbc.msn.com/_news/2010/02/26/4372324-leaving-behind-a-thank-you-note (accessed August 13, 2010).

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Preventing the Theft of Dangerous Radiological Materials

By Edward Baldini, Lieutenant, Homeland Security Unit, Philadelphia Police Department, Philadelphia, Pennsylvania

A national radiological dispersal device (RDD) exercise involving more than 24 federal, state, and local agencies was conducted in Philadelphia, Pennsylvania, the week of April 26, 2010, to test the Environmental Protection Agency's response to a mock dirty-bomb attack. The exercise, called Liberty Radiation Exercise (Liberty RadEx), simulated a terrorist RDD attack in Philadelphia. The scenario envisioned a suicide bomber with explosives and cesium-137, a radioactive isotope. While a conventional explosion could cause hundreds of deaths and significant damage to adjacent buildings, the detonation of an RDD could lead to additional significant consequences. The exercise demonstrated the detection of radiation would impede lifesaving efforts in the immediate aftermath of the attack. Emergency evacuations would be ordered for citizens in areas downwind of the explosion. Within days, a large area of the population northeast of the blast could require relocation. Radiological contamination could spread 50 miles through Philadelphia and Bucks County, Pennsylvania, to New Jersey, impacting commercial, industrial, and residential areas including roadways, mass transit, hospitals, schools, and businesses.¹

Some law enforcement agencies may not know the locations of risk-significant quantities of radioactive or nuclear materials stored and used in their communities. Each agency must take the appropriate steps now to prevent an emergency situation like the

hypothetical one for which Liberty RadEx was tested in Philadelphia from happening in the future.

The Philadelphia Police Department (PPD) has taken a number of steps to protect the city from this type of threat. It has a dedicated homeland security unit with its own investigative and response personnel, and the agency is the strongest partner in the Philadelphia Federal Bureau of Investigation (FBI) field office's Joint Terrorism Task Force. PPD has officers deployed with radiation-detection equipment 24 hours a day and has the ability to outfit its aircraft and watercraft with this equipment as well. The agency has taken a leadership role in the preventive radiological/nuclear detection (PRND) mission and has worked closely with the Department of Homeland Security's Domestic Nuclear Detection Office (DNDO) to implement strategies to interdict illicit radioactive materials from entering the city. Radiation-detection equipment is deployed at all special events that occur in the city including the Army-Navy Game, the last two World Series championships, and the 2010 Stanley Cup Finals. PPD has a strong history of relationships with other agencies and works in a true partnership with private-sector radiological professionals to secure the city. Of note is a relationship between the PPD and the University of Pennsylvania; their police and their radiation safety officials made the introduction of the National Nuclear Security Administration's (NNSA) Global Threat Reduction Initiative (GTRI) pro-



gram, described later on, seamless. The next logical step was to identify and help secure the known risk-significant, high-priority sources of radioactive material in the city. The remainder of this article describes how that was accomplished and the benefits realized by the PPD.

Anticipating a Terrorist Threat

The key to ensuring that a scenario like the one envisioned in Liberty RadEx does not become reality is to prevent terrorists and other potential adversaries from acquiring the radioactive sources that could be used in an RDD in the first place. U.S. government officials continue to state that al-Qaeda and other opponents seek weapons of mass destruction (WMD), including radioactive materials that could be used in an RDD. FBI Director Robert S. Mueller III recently testified that "al-Qaeda remains committed to its goal of conducting attacks inside the United States. . . . Further, al-Qaeda's continued efforts to access chemical, biological, radiological, or nuclear material pose a serious threat to the United States."² The Central Intelligence Agency states that "al-Qaeda is interested in RDDs or 'dirty bombs.' Construction of an RDD is well within its capabilities as radiological materials are relatively easy to acquire from industrial or medical sources."³ The



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recent attempted Times Square, New York, bombing and numerous other thwarted attacks and arrests demonstrate that the terrorist threat is not limited to overseas, and that homegrown terrorism is real.

Securing Radioactive Materials

The potential use of radioactive materials in a terrorist act is of significant concern because of the widespread availability and the use of radioactive materials by open civilian sites including industry, hospitals, and academic institutions. Loss or theft of such materials could lead to use by a terrorist for malicious purposes in an RDD. RDDs could have catastrophic consequences, including infrastructure damage and radioactive contamination, which could prohibit the use of a large geographical area, generate casualties and widespread panic, and create economic losses in the billions of dollars. It is important to note that not all RDDs need be explosively driven.

Radioactive sources located at thousands of civilian sites worldwide are used for legitimate and beneficial commercial purposes including cancer treatments, sterilization of blood and food, oil exploration, remote electricity generation, industrial radiography, instrument calibration, and scientific research. Medical, academic, and research sites are open environments that remain accessible to a large number of people. Unlike isolated military sites that limit the number of personnel, open facilities are more difficult to secure and could be viewed as soft targets by potential adversaries.

The vulnerabilities of civilian-use radioactive sources were documented by the National Academy of Sciences (NAS). In its study *Radiation Source Use and Replacement*, NAS notes the vulnerability of cesium-137 sources in medical and research irradiators and the potential consequences of their use in an RDD. The NAS study called for the replacement of these sources, stating, "The committee recommends that the U.S. government take steps in the near term



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to replace radioactive cesium chloride radiation sources, a potential 'dirty bomb' ingredient used in some medical and research equipment, with lower-risk alternatives."⁴

Philadelphia, like other large cities in the United States, has a number of sites with cesium-137 sources similar to the one envisioned in the Liberty RadEx scenario. Ensuring these sources are secure is critical. Philadelphia is a major metropolitan area, designated Tier 1 under the DHS Urban Area Security Initiative. The city is the sixth

most populous in the country and has the fourth largest consumer media market. The city has historical, financial, trade, and military infrastructure (for example, the Federal Stock Exchange, the Philadelphia Federal Reserve Bank, the Port of Philadelphia, and the Philadelphia Naval Yard). Philadelphia's highways and railroads serve as conduits for transportation through the East Coast. PPD prioritized securing these sites within its jurisdiction and assisted its surrounding communities in doing the same. This new mission was a logical extension of its existing PRND mission and overarching homeland security efforts.

The Global Threat Reduction Initiative (GTRI)

Philadelphia has partnered with the NNSA GTRI to further enhance security of radioactive sources in and around Philadelphia. The mission of the GTRI is to reduce and protect vulnerable nuclear and radiological materials located at civilian sites worldwide. Through its voluntary security enhancement efforts, GTRI works to further increase the protection of radiological sources or nuclear materials located at public and commercial facilities above and beyond existing regulatory security requirements. Approximately 2,700 buildings in the United States contain radiological or nuclear materials that meet the GTRI's criteria for high-priority materials that could be used in an RDD or nuclear device, according to a document for official use only,




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GTRI's voluntary domestic security effort is endorsed by the DHS, the DND, the Nuclear Regulatory Commission (NRC), and the Organization of Agreement States (OAS). Under the GTRI program, security experts from the Department of Energy's national laboratories provide security assessments, share observations, and make recommendations for enhancing security above and beyond increased controls required by the Nuclear Regulatory Commission. GTRI funds the installa-

tion of agreed-upon security enhancements. Typical security enhancements include automated access controls, motion sensors, radiation sensors, electronic seals, alarm-control and display systems, remote monitoring to off-site response locations, enhanced guard-force communications and protection equipment, delay elements, and transportation security enhancements.

GTRI has extensive radiological material security efforts under way in Philadelphia, which would make Philadelphia the first major metropolitan area to have completed the voluntary security upgrades.

GTRI is working at 29 buildings that have 35 devices with radioactive sources greater than 10 curies (totaling approximately 193,986 curies) in the Greater Philadelphia area. All radiological sites in Philadelphia are scheduled for completion in 2010. Between 2009 and 2010, GTRI will have invested approximately 6 million dollars in the Greater Philadelphia area to enhance the security of radiological material. The strong existing relationship between the University of Pennsylvania and the PPD facilitated the pilot portion of the GTRI program. University radiation safety personnel had regularly trained with university and the city police in PRND programs in the past. The University of Pennsylvania is a model site, which became the first site to complete the voluntary security enhancements program in March 2009, and one of the first sites to participate in a GTRI-sponsored tabletop exercise.⁵ The work at the University of Pennsylvania was recognized externally as an important milestone and led to calls for acceleration and expansion of GTRI radioactive-site voluntary security enhancements. For example, Ken Luongo, president of the Partnership for Global Security, recently testified before the U.S. Congress, stating, "The NNSA has completed a pilot project with the hospital of the University of Pennsylvania to make all the hospital's radiological sources more secure and to initiate cooperation with the local authorities. In the United States, approximately 500 major metropolitan hospital buildings use radiological sources. At a cost of roughly \$250,000 per building, the total cost of securing all of them would be about \$125 million. The United States should commit to take this course . . ."⁶

GTRI also plans to implement security enhancements at the 14 additional sites with high-priority radioactive sources in the surrounding areas. These sites are located in New Jersey, Pennsylvania, Maryland, and Delaware. Philadelphia would be at least one likely target if terrorists acquired materials for a dirty bomb from any of these sites.

On-site guard forces are not always sufficiently equipped or trained to handle a determined, armed adversary. Site guards may not be armed at all or may be too few in number to defend against more than a single armed opponent. To ensure an adequately equipped and trained response and that force arrives in sufficient strength and time to prevent the adversary from leaving a site with radioactive materials, GTRI relies on an "alert and notify" security strategy, whereby alarm data is transmitted in real time to off-site responders. Since response is such an essential component of this "alert and notify" strategy, GTRI works closely with

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local law enforcement and other response agencies when assessing and implementing security enhancements.

GTRI collaborated extensively with Philadelphia local law enforcement by providing training and equipment, including a pilot program providing \$140,000 in personal radiation detectors (PRDs) to enable officers to respond safely to any attempted theft of radioactive materials. Upon completion of the security enhancements installation, the site housing radioactive materials is encouraged to update or establish comprehensive security proce-

dures, in close coordination with its local law enforcement, that complement the newly integrated security.

In-Device Delay (IDD)

A key component of GTRI's voluntary security enhancements is the concept of "delay." Increasing the amount of time an adversary requires to access a radioactive source gives law enforcement more time to interrupt the adversary before the source can be stolen. GTRI is collaborating with private industries and other U.S. government agencies to develop in-device delay (IDD)

kits for blood and research irradiators that use cesium chloride sources. GTRI is in the process of installing IDD kits on irradiators across the country.

Detection through Remote Monitoring

Another key component of GTRI's voluntary security enhancements is detection. Detection provides notification to responders that a potential theft by an adversary is under way. GTRI detection upgrades include biometric access control devices, door alarms, motion sensors, cameras, electronic tamper indicating seals, and area radiation monitors. The centerpiece of GTRI's detection enhancements is a remote monitoring system. The remote monitoring system is designed to provide reliable transmission of alarms to responders and address the insider threat. Alarms are simultaneously transmitted to multiple on-site and off-site locations such as central alarm stations, alarm monitoring services, local police departments, and regional fusion centers. In Philadelphia, GTRI will provide remote monitoring links from sites in Philadelphia and the surrounding areas to the regional fusion center, Delaware Valley Information Center, which is scheduled to be operational in December 2010.

Alarm Response Training

A well-equipped, well-trained response force of appropriate size is a vital component of GTRI security enhancements. GTRI collaborates with security personnel and local law enforcement to provide the tools and training necessary to adequately respond to a security incident. Key responders are often off-site local law enforcement. Many law enforcement officials are not made aware of the nature of the radioactive material that is in use at civilian sites. To ensure that responders understand how to respond to alarms from these sites in a safe manner, GTRI developed an alarm response training course. Philadelphia and University of Pennsylvania police participated in the program's pilot three-day training course in January 2009. The alarm response training includes radiation-safety staff members who join on-site security staff and local law enforcement in a unique, integrated, scenario-based training experience focused on radiological source theft. Additional site and law enforcement representatives from Philadelphia are scheduled to participate in the alarm response training course in September and October 2010.

The alarm response training course is delivered at the NNSA's Y-12 National Security Complex in Oak Ridge, Tennessee, and is offered to GTRI participating sites and respective alarm response



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forces. The specialized training offers participants the opportunity to exercise response procedures, tactics, and techniques in lifelike situations. The course is divided into classroom training, tabletop exercises, and fast-paced scenario play utilizing actual radioactive sources and real security alarm equipment such as biometrics, surveillance cameras, balanced magnetic switches, dual-technology motion sensors, and the GTRI remote monitoring system (RMS). The operational exercise scenarios build on classroom instructions and allow response forces to exercise their own procedures during realistic alarm scenarios.

The use of radioactive sources in the scenario exercises provides an opportunity for the facility staff and response forces to learn about the proper use of the PRDs in an attempted source theft situation. The PRD indicates when responders are in high dose-rate radiation fields and provides variable alarms to alert them of the situation. As part of the security enhancement program, PRDs are provided to the volunteer facilities. An additional two-day PRD train-the-trainer course, focused on PRD use and deployment, is available to GTRI partner sites but is not yet included in the Federal Sponsored Course Catalog.

At its core, the course offers an opportunity for the respective sites' personnel, including radiation safety officers and alarm response forces, to come together to develop a better awareness, understanding, and appreciation of each others' concerns, challenges, and procedures. It provides a setting in which to establish initial contacts, relationships, and coordination before an incident occurs. The alarm response training course is free for participants as GTRI pays for everything but salaries, including travel, hotel, rental car, and per diem. Though GTRI does not fund the trainee's time, training-related costs for overtime and backfill costs associated with attendance at training and exercise integration/training operations—sponsored or approved training courses—may be allowable through the Homeland Security Grant Program for some agencies. The alarm response training course is approved by the DHS, the Federal Emergency Management Agency, the National Preparedness Directorate, the National Integration Center, and training and exercise integration/training operations. The course is listed in the Federal Sponsored Course Catalog under Alarm Response Training. Contact your State Administration Agency (SAA) for clarification.⁷

Tabletop Exercises

GTRI partners with the NNSA Office of the Undersecretary of Counterterrorism

and the FBI's WMD Directorate to sponsor tabletop exercises involving no-fault, site-specific scenarios in which federal, state, local, and private-sector officials can exercise their response to terrorist acts involving nuclear and radiological materials. Philadelphia law enforcement participated in one of the first GTRI-sponsored tabletop exercises in March 2009. The exercise promoted cross-sector communications, cooperation, and team building among all responders. Additionally, newly developed tactics, techniques, and procedures resulting from GTRI voluntary security enhancements were examined.

Conclusion

The threat of terrorists acquiring radioactive materials from sites in the United States, and the likelihood that they will use these materials for an RDD that would result in significant consequences, especially if detonated in a major metropolitan area, is real. Philadelphia had a strong baseline in protecting itself from an outside radiation threat. With officers on patrol and at special events, the PPD has covered the external threat in a convincing manner. The next logical step that occurred with the GTRI was that of protecting the known radioactive sources in its jurisdiction. Philadelphia is safer today as a result of its cooperation with the GTRI to enhance the security of radioactive sources in the city and in surrounding areas. Other cities could also benefit from undertaking similar efforts with GTRI. ♦

Notes:

¹Liberty RadEx, National Tier 2 Full-Scale Radiological Dispersion Device Exercise (event agenda and brochure, Philadelphia, Pennsylvania, April 26–30, 2010), http://www.epa.gov/libertyradex/Liberty_RadEx.pdf (accessed July 30, 2010).

²Robert S. Mueller III, "Statement of Robert S. Mueller III," before the House Committee on Appropriations, Subcommittee on Commerce, Justice, Science, and Related Agencies, 111th Cong., 2nd sess., March 17, 2010, <http://www.fbi.gov/congress/congress10/mueller031710.htm> (accessed July 30, 2010).

³CIA, "Terrorist CBRN: Materials and Effects" (updated June 20, 2008), https://www.cia.gov/library/reports/general-reports-1/terrorist_cbrn/terrorist_CBRN.htm (accessed July 30, 2010).



⁴The Committee on Radiation Source Use and Replacement, National Research Council, *Radiation Source Use and Replacement: Abbreviated Version* (Washington, D.C.: The National Academies Press, February 20, 2008), see http://www.nap.edu/catalog.php?record_id=11976#toc for access to the table of contents and related links to this document (accessed July 30, 2010).

⁵National Nuclear Security Administration, "NNSA, University of Pennsylvania and Philadelphia Police Raise the Bar for Radiological Security," press release, March 27, 2009, <http://www.nnsa.energy.gov/mediaroom/pressreleases/03.27.09> (accessed July 30, 2010).

⁶Kenneth N. Luongo, "The Nuclear Security Summit: Achievements and Agenda for Action," testimony before the Committee on Foreign Affairs, U.S. House of Representatives, 111th Cong., 2nd sess., April 21, 2010, <http://www.internationalrelations.house.gov/111/luo042110.pdf> (accessed July 30, 2010).

⁷Federal Emergency Management Agency Protection and National Preparedness Directorate National Training and Education Division Federal Sponsored Course Catalog, https://www.firstrespondertraining.gov/webforms/pdfs/fed_catalog.pdf (accessed July 30, 2010).



Secure Communities: Identifying and Removing Criminal Aliens

Submitting a subject's biometrics at the earliest opportunity—at the time of booking—helps ICE officers efficiently determine if someone in local custody is a criminal alien.

**By David J. Venturella, Executive Director, Secure Communities,
U.S. Immigration and Customs Enforcement, Washington, D.C.**

At the beginning of this year, law enforcement officers booked three individuals, all incarcerated on charges of first degree rape, first degree kidnapping, and robbery with a dangerous weapon, into the Catawba County Jail in Newton, North Carolina.

Through Catawba's standard booking process, a new biometric information-sharing capability deployed in the county by U.S. Immigration and Customs Enforcement (ICE) identified all three subjects as being present in the United States illegally. One subject tried to conceal his identity by providing an alias, but his fingerprints revealed that he had overstayed his visa. The other two subjects were confirmed to have entered the country without inspection at ports of entry. ICE was automatically notified of their arrests and immigration statuses through the biometric information-sharing capability and

issued ICE detainers for all three subjects. Upon completion of the criminal justice process and the individuals' eligibilities for release, ICE will assume custody, ensuring they will not be released back into the community.

Catawba County is one of more than 544 jurisdictions across the United States benefiting from this biometric information-sharing capability, part of the ICE Secure Communities strategy to improve and modernize the identification and removal of criminal aliens—non-U.S. citizens convicted of a crime—from the United States. By enhancing technology used by local law enforcement agencies during their current booking process and improving information sharing across federal, state, tribal, and local agencies, ICE is able to take appropriate enforcement action against aliens who are subject to removal in custody.

When Criminals and Immigration Enforcement Intersect

Each year, law enforcement officers arrest approximately one million people who, like the subjects described earlier, are accused of crimes, are non-U.S. citizens, and are of interest to ICE.¹ Accurately identifying an arrestee as an alien is difficult. In recent years, ICE has made progress toward better identifying and removing criminal aliens through a variety of initiatives, but the criminal alien enforcement process still faces challenges.

Traditionally, identifying criminal aliens was time consuming and often relied on biographic information, such as a name and a date of birth, which could be false. To start, if law enforcement officers suspected someone that they arrested was a non-U.S. citizen, they would submit a manual request for identity information to ICE's Law



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Enforcement Support Center (LESC). Then, LESC personnel would manually process such requests by checking the information through multiple databases to verify the person's identity and determine immigration status. This process could be complicated by individuals who use multiple aliases to evade detection by authorities. Finally, law enforcement agencies could be susceptible to the perception of racial or ethnic profiling as the basis for their manual requests to ICE.

A Modern Approach to Criminal Alien Enforcement

ICE is implementing a new strategy to improve its ability to identify and remove

criminal aliens from the United States, helping law enforcement agencies keep their communities secure.

The new strategy, titled Secure Communities, has three goals:

1. **Identify** criminal aliens through modernized technology, continual data analysis, and timely information sharing with a broad range of law enforcement partners.
2. **Prioritize** enforcement actions to arrest and remove criminal aliens who pose the greatest threat to public safety.
3. **Transform** criminal alien enforcement to efficiently identify, process, and remove criminal aliens from the United States.

IDENT Explained

The IDENT system stores more than 100 million biometric records and checks fingerprint submissions against multiple sets of data. These data sets include people who have committed certain crimes and immigration violations, as well as non-U.S. citizens who have had no unlawful interactions with the federal government. Therefore, a match in IDENT doesn't necessarily mean that the person in custody is an immigration violator or has committed a crime.

IDENT data includes biometric immigration records, including records from visa applications, entries into the United States, immigration benefit applications, and other lawful immigration-related interactions. Additionally, IDENT included the US-VISIT watch list, which integrates data from across agencies and from the international police organization INTERPOL to provide a single resource for biometric records of criminals, immigration violators, and known or suspected terrorists.

The Secure Communities strategy relies on collaboration among various federal agencies and with state, tribal, and local officials. The implementation of this strategy helps to lift the burden that criminal aliens impose on local law enforcement and enables the federal government to maintain its responsibility of enforcing immigration law.

The FBI's Criminal Justice Information Services (CJIS) Division and the Department of Homeland Security's (DHS) US-VISIT program are two key partners in this effort. CJIS maintains the FBI's Integrated Automated Fingerprint Identification System (IAFIS), which stores biometric criminal records; and US-VISIT maintains DHS's Automated Biometric Identification System (IDENT), which primarily stores biometric immigration records. CJIS and US-VISIT have made these systems interoperable, enabling fingerprints submitted to one system to be checked against both systems automatically.

ICE is using this new biometric information-sharing capability, or IDENT/IAFIS interoperability, to support the identification of aliens when they are arrested by state, tribal, and local law enforcement. Reliant upon strong collaboration with law enforcement partners, the deployment of IDENT/IAFIS interoperability is a critical tool in the ICE Secure Communities strategy.

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Identification through Information Sharing

IDENT/IAFIS interoperability enables ICE to identify aliens in law enforcement custody more quickly and accurately using biometrics—in this case, fingerprints—and modernizes information sharing among federal, state, tribal, and local agencies. ICE is activating IDENT/IAFIS interoperability in jurisdictions across the United States with little to no change or cost to law enforcement's daily operations.

Currently, when law enforcement officers arrest and book an individual into custody, fingerprint records are taken and transmitted to the state identification bureau (SIB).² Among its various checks, the SIB submits the fingerprints to the FBI's CJIS Division to check against IAFIS for criminal record matches. If there is a matching criminal record, law enforcement officers receive that subject's record of arrest and prosecution sheet.

As part of the Secure Communities strategy, ICE activates IDENT/IAFIS interoperability in local jurisdictions, enabling fingerprints submitted at booking to be checked against FBI criminal history records and DHS immigration records, providing valuable information to accurately identify those in custody. This process applies to all individuals arrested and booked into cus-



Secure Communities leverages biometric technology used in the current booking process.

today, not just those suspected of being foreign nationals.

When fingerprints match DHS records, ICE is notified and promptly determines if enforcement action is required. At the same time, law enforcement may receive this immigration information through the state identification bureau.³ The deploy-

ment of IDENT/IAFIS interoperability does not authorize law enforcement agencies to enforce immigration laws.

Through the deployment of IDENT/IAFIS interoperability, ICE is identifying criminal aliens at the earliest possible time: when they are booked into local custody for a crime. This early identification enables

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Success by the Numbers

IDENT/IAFIS interoperability was first implemented in Harris County, Texas, in October 2008. Since then, through July 31, 2010,

- 544 jurisdictions in 27 states are benefitting from IDENT/IAFIS interoperability;
- more than 3.2 million fingerprints have been submitted through IDENT/IAFIS interoperability; and
- 37,918 criminal aliens in the United States have been removed because of Secure Communities.

ICE to process aliens with prior criminal convictions for removal in parallel to their criminal proceedings, so ICE may efficiently remove criminal aliens directly following the completion of their criminal sentences. ICE encourages due process and the full prosecution of all criminals, including those aliens who are subject to removal.

Risk-Based Prioritization to Remove Threats

Where IDENT/IAFIS interoperability has been deployed, the ICE field office prioritizes enforcement action based on the level of threat an individual poses to society. ICE divides these priorities into three levels. Level 1 offenses—ICE's top priority—are criminals who have been convicted of serious crimes, such as homicide, kidnapping, robbery, major drug offenses with sentences greater than one year, and offenses involving threats to national security. Level 2 offenses are all other felonies, and Level 3 offenses are misdemeanors and lesser crimes.

While Level 1 offenses are the top priority, the ICE field office may take action on aliens who are subject to removal. The ICE

field office maintains the discretion to take action and often considers the availability of resources at the time.

Enforcement action may include ICE issuing a detainer on an individual in law enforcement custody, arresting the subject at the time of release, or tracking the case through the criminal justice process. The law enforcement agency will be contacted if ICE plans to take custody of the individual after the criminal justice process is complete.

As of July 31, 2010, ICE has deployed IDENT/IAFIS interoperability to 544 jurisdictions across 27 states. ICE plans to be able to respond to leads generated through the biometric information-sharing capability nationwide by 2013.

ICE is prioritizing IDENT/IAFIS interoperability deployment, initially focusing on jurisdictions that have the highest estimated volumes of criminal aliens or criminal activity while remaining flexible. For instance, ICE prioritized jurisdictions in the Southwest last year to address increased violence along the U.S.-Mexico border. First and foremost, ICE is committed to working with law enforcement to ensure a smooth deployment of IDENT/IAFIS interoperability in jurisdictions across the country.

Technology to Manage Criminal Alien Enforcement

ICE is modernizing its overall approach to include new processes and technologies to deal with the anticipated increase in identified criminal aliens due to IDENT/IAFIS interoperability; smarter distribution and balance of ICE's workforce and detention capacity; and prioritization of resources to support criminal alien processing.

In addition to deploying IDENT/IAFIS interoperability nationwide, ICE is making investments to ensure the entire criminal alien enforcement process performs effi-

ciently and effectively to accommodate the increased number of criminal aliens being identified. Ultimately, this means that information systems will help to gather and verify information, providing ICE agents with better data so they can concentrate on analyzing the data and taking action against criminal aliens.

Benefits for Law Enforcement

The Secure Communities strategy helps law enforcement officers by helping to prevent criminal aliens from being released back into their communities—but this is not the only benefit.

It's easy. IDENT/IAFIS interoperability requires little to no change to current law enforcement procedures, and law enforcement agencies that use digital fingerprint scanners incur no cost. It takes place behind the scenes and does not affect law enforcement officers' daily operations.

It's quick and accurate. IDENT/IAFIS interoperability improves ICE's ability to quickly and accurately determine the immigration status of an individual in custody because it relies on biometrics and not simply biographic information, which can be forged. Also, IDENT/IAFIS interoperability may help determine if a subject is using an alias or has used an alias in the past with immigration officials.

It focuses on criminal aliens. IDENT/IAFIS interoperability is a tool to help identify aliens, convicted of a crime and subject to removal, from the United States. ICE maintains its authority to take enforcement action on any alien subject to removal from the United States, but detaining individuals on minor infractions is not a priority. Those arrested for felonies and violent crimes are the stated enforcement priority.

It reduces the opportunity for allegations of racial and ethnic profiling. The fingerprints of every individual arrested and

From the Case Files

East Baton Rouge Parish, Louisiana—On July 6, 2010, the Baton Rouge Police Department arrested an individual for three counts of simple burglary and one count of illegal possession of stolen property. During booking, ICE used the federal biometric information-sharing capability to verify the individual's identity. Cross-checking criminal and immigration records revealed that the individual had used at least three aliases and was a previously removed aggravated felon. In 2000, he was sentenced to five years in prison for manufacturing methamphetamine and for felony first-degree forgery, and he was removed from the United States upon completion of that sentence in 2006. He is currently in local custody with an

active ICE detainer in place. Upon disposition of current charges, he will be removed from the United States.

San Pablo, California—On April 7, 2010, a suspect was arrested for murder; gross vehicular manslaughter; hit and run; driving under the influence (DUI); and driving with a suspended license. During booking, the suspect's fingerprints were checked through IDENT/IAFIS interoperability, revealing that the suspect was previously removed from the United States and returned illegally. The check also revealed prior convictions for carrying a concealed weapon, cruelty toward a spouse, and multiple DUIs. ICE agents placed a detainer for the suspect. Upon conclusion of his judicial proceedings,

the suspect will be transferred to ICE custody and prosecuted for reentering the country after deportation.

Catawba County, North Carolina—On January 11, 2010, three suspects were arrested on charges of first-degree rape, first-degree kidnapping, and robbery with a dangerous weapon. During booking, their fingerprints were automatically checked against Department of Justice and DHS records, revealing that all three suspects were illegally present in the United States. Within hours, the local ICE field office placed detainers for all three individuals, enabling federal authorities to assume custody after the judicial process is complete.

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Opposite: By improving ICE's ability to identify and remove criminal aliens from the United States, Secure Communities is also improving public safety. Advances help local law enforcement officers keep their communities secure.

booked into custody are checked against immigration records—not just those manually submitted by law enforcement officials based on something a subject has said or some other subjective indicator.

It provides law enforcement officials with more information about their subjects. Information shared through the SIB can now include criminal history, immigration status, and identity information, which may be useful for officer safety and for investigative purposes.

It brings an around-the-clock commitment from ICE. New immigration enforcement personnel have been added to enable ICE to issue detainees 24/7 on those subject to removal from the United States.

Law Enforcement's Group Effort

ICE is taking a multipronged approach, which includes implementing the Secure Communities strategy and efforts such as the Criminal Alien Program (CAP) and the 287(g) program, to address the complex and dynamic challenges of criminal alien

enforcement. These efforts have distinct yet complementary roles.

CAP is responsible for identifying, processing, and removing criminal aliens already incarcerated in federal, state, and local jails throughout the United States. CAP officers provide coverage to 100 percent of state and federal prison facilities and to 46 percent of local jails, targeting the highest risk facilities with the largest foreign-born populations.

The 287(g) program is a voluntary program that authorizes state and local law enforcement officers to enforce immigration law as outlined in section 287(g) of the Immigration and Nationality Act. Through 287(g), state and local law enforcement officers may be authorized to enforce immigration laws in jails (similar to CAP officers) or proactively in their jurisdictions. All criminal alien enforcement actions initiated by 287(g) officers are approved and managed by ICE officers.

IDENT/IAFIS interoperability, a key part of the Secure Communities strategy, complements CAP and 287(g) officers' enforcement operations by identifying aliens in local custody early in the criminal justice process through biometric matching. Additionally, the deployment of IDENT/IAFIS interoperability is helping ICE fill gaps where neither CAP nor 287(g)

officers are available to identify aliens in local custody.

Overall, this multipronged approach to criminal alien enforcement is helping improve public safety nationwide by ultimately removing criminal aliens from the United States. Without the partnership and support of law enforcement agencies across the nation, the success of these efforts, now and in the future, could not be possible. ICE appreciates and values the support and collaboration of law enforcement agencies across the United States.

For more information, visit http://www.ice.gov/secure_communities or contact the Secure Communities Communications and Outreach Branch at 202-732-3900. ♦

Notes:

¹Calculated by Secure Communities, based on modeling.

²National Fingerprint File (NFF) states send fingerprints to CJIS only at the time of the initial arrest. CJIS made system changes to support NFF states' participation in IDENT/IAFIS interoperability.

³If a law enforcement agency does not currently receive messages from CJIS, it will not begin receiving them through Secure Communities unless information technology upgrades are made. For more information about the necessary capabilities, law enforcement should contact the local SIB.



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The Earthquake in Sexual Assault Response: Police Leadership Can Increase Victim Reporting to Hold More Perpetrators Accountable



By Kimberly A. Lonsway, PhD, Director of Research, End Violence Against Women International, San Luis Obispo, California; and Joanne Archambault, Sergeant (Retired), San Diego, California, Police Department, and Executive Director, End Violence Against Women International, Addy, Washington

When the Violence Against Women Act was reauthorized in 2005, it included some briefly worded provisions that triggered an earthquake for those who respond to sexual assault. Specifically, it says that states and territories may not “require a victim of sexual assault to participate in the criminal justice system or cooperate with law enforcement in order to be provided with a forensic medical exam, reimbursement for charges incurred on account of such an exam, or both.”¹ In the past, states were required by previous versions of the Violence Against Women Act to offer such exams to victims free of charge or with full reimbursement, but police could require that victims cooperate with the investigation in order to do so. The 2005 reauthorization (often referred to as VAWA 2005) was designed to change that. VAWA 2005 seeks to ensure that all victims of sexual assault have free access to a forensic exam, regardless of whether they report the crime to police and participate in the investigation.

Yet implementing this type of protocol requires addressing many complex issues with respect to evidence collection, storage, anonymous reporting, medically mandated reporting, records retention, retrieval, and collaboration with hospitals and other community agencies. For example, what will happen to the evidence collected? How will it be stored and how will a chain of custody be preserved? How long will evidence be stored? How will it be retrieved if the victim later decides to participate in the investigation? Will the evidence be sent to the crime lab? Will it be submitted to the Combined DNA Index System (CODIS)? If so, what happens if there is a hit? Remember that at

this stage of an investigation, law enforcement has not established that a crime has been committed, consenting sexual partners have not been identified and eliminated, and victims have expressed a desire not to have contact with police.

These are difficult questions, so it is no surprise that few law enforcement executives are currently prepared to provide answers, much less comply with this provision. For many states and territories, the changes that are required have been described as monumental. In this article, the authors provide information to help law enforcement personnel and other community professionals design a response system that goes beyond simple compliance with the “letter of the law” and actually creates a model for best practices that achieve the honorable “spirit of the law” enacted with this VAWA 2005 provision. Accomplishing this goal will require considerable coordination extending beyond the traditional first responders to include a far wider range of stakeholders. It also will necessitate a realistic assessment of the laws in each state and the local context of resources that are available to professionals in each community.

What’s at Stake: STOP Grant Funds

As of January 5, 2009, all states and territories had to certify that they are in compliance with all provisions of VAWA 2005 in order to remain eligible for Services, Training, Officers, Prosecutors (STOP) grant funds. These funds are originally distributed by the Office on Violence Against Women (OVW), U.S. Department of Justice. The funds are awarded to states and territories and are administered to programs using

a formula ensuring that 25 percent of the money is allocated for law enforcement, 25 percent for prosecutors, 30 percent for victim services, and 5 percent for state and local courts. Funds are used to support core services, training, and other programs addressing violence against women. Domestic violence shelters and rape crisis centers are particularly reliant on STOP grant funds; in fact, some programs may need that money to keep their doors open.

Two Prongs: Payment and Reporting

The VAWA 2005 provision regarding forensic compliance actually has two prongs. First, victims of sexual assault must have access to a medical forensic examination without paying for it, or with full reimbursement if they do pay out-of-pocket costs. VAWA 2005 does not specify, however, what agency or entity will cover these costs. The legislation requires only that states, territories, and the District of Columbia *certify* that it or another governmental entity “incurs the full out-of-pocket costs of forensic medical exams” for victims of sexual assault.² In other words, the state or territory must ensure that these exams will be paid for through some mechanism, or at least they must do so if they want to continue to receive STOP grant funds.

To comply with this first prong of the VAWA 2005 provision, some states have enacted legislation or taken other steps to ensure that there is a centralized source of payment for these examinations. Payment mechanisms include the attorney general’s office, state police agencies, or crime-victim compensation programs. Other states have designated that these expenses will be

localized, paid for by a county government unit, the public health department, or the law enforcement agency with jurisdiction over the assault location. Not surprisingly, the payment mechanisms administered by states and territories appear to be operating more consistently than those that are localized; there is tremendous variability in the effectiveness of local payments.

The second prong of forensic compliance requires that victims of sexual assault have access to a medical forensic examination without being required to “participate in the criminal justice system or cooperate with law enforcement.”³ Initially, there was some question whether this provision would conflict with state laws mandating medical providers to report to law enforcement when a patient discloses that a sexual assault has occurred. Yet OVW has declared that this is not the case. In a document responding to several frequently asked questions, OVW clarifies that states with medical-mandated reporting requirements can be compliant with this provision of VAWA 2005 “as long as the victim retains the ability to choose not to cooperate with law enforcement or the criminal justice system and receives a forensic examination free of charge or with full reimbursement.”⁴

The Victim's Decision

One of the most frequently asked questions from law enforcement professionals and others who hear about the new requirement is: why bother? Why should sexual assault victims go through the ordeal of a medical forensic examination if they do not want to report to law enforcement or participate in the investigation? There is a long version and a short version of the answer to this question. First, the short one: law enforcement hopes that victims will change their minds. Victims who initially come into contact with the community response system but who are unsure about participating in a law enforcement investigation may later decide to participate in an investigation. If so, it may be critical that forensic evidence was documented and collected early in the process.

The longer answer requires a bit more background. As anyone who works with victims can attest, many victims simply do not know what they want to do in the aftermath of a sexual assault. Imagine for a moment the trauma of being sexually assaulted. Immediately afterward, there is no time to make sense of what has happened, let alone figure out what to do about it. Many victims feel afraid, ashamed, and confused. They are probably not sure whom to tell. But regardless of whom they tell, they are likely to be confronted with the question of whether or not they will report the incident to police and press charges. This question is asked not only by community professionals (including

victims' advocates, forensic examiners, and law enforcement professionals), but also by friends and family members. In some cases, it is the first thing people ask when victims say they have been sexually assaulted.

Unfortunately, this question is all too often framed as if it were an all-or-nothing, now-or-never decision. Victims often face intense pressure to report their sexual assaults to police, frequently by well-meaning friends and family members as well as community responders. Yet by reporting to police, many victims fear that they are boarding a train that is inevitably headed toward an invasive police investigation, scathing media coverage, and the horror of being cross-examined by a hostile defense attorney at trial. After all, that is what they have seen on television.

Victims rarely have a realistic understanding of their choices or adequate support to evaluate them. They often feel confused, overwhelmed, and terrified of what will happen if they report their sexual assaults to police. Is it any wonder, then, that so many victims decide to remain silent? Unfortunately, victims all too often are given the impression by everyone they talk to that this is a decision they must make immediately. Because of the intense pressure to make an immediate decision, their answer is usually “no.”

Consequences of Nonreporting

Research clearly documents that most sexual assault victims do not report the crime to police. Estimates from large-scale national studies suggest that only about 5 percent to 20 percent of American women who are sexually assaulted will notify law enforcement.⁵ When they do report, moreover, it is often after a delay of days, weeks, or years. Even those who are physically injured do not typically report the assault or receive medical care. One study cosponsored by the National Institute of Justice and the Centers for Disease Control and Prevention found that only about 36 percent of sexual assault victims with physical injuries contact a health professional for assistance.⁶

By not reporting a sexual assault, however, a number of tragic consequences unfold. Obviously, if the crime is not reported, no time-sensitive evidence is collected from the victim, suspect, or crime scene. No information is documented by law enforcement, so there is little or no opportunity to prosecute the crime. Victims may not be offered access to forensic medical care, victim advocacy, or other services because they do not connect with the community response system. Moreover, because they do not qualify for crime-victim compensation in most states, they will not be reimbursed for any financial loss or receive help to pay for medical care, counseling, and lost wages. No investigation occurs, and, as

a result, perpetrators are free to offend again. Nothing changes for the next victim, so the cycle repeats.

Perhaps nowhere is this reality more vividly illustrated than in the research by Dr. David Lisak at the University of Massachusetts in Boston, Massachusetts, and Dr. Paul Miller at Brown University School of Medicine in Providence, Rhode Island. These researchers surveyed a sample of 1,882 men with an average age of 26.5 years. These men were employed and attending college part-time; they were demographically representative of the diverse American population. Of these 1,882 men, 120 (6.4 percent) admitted to having committed acts that meet the legal definition of rape against women they knew. Yet none of these rapes were ever reported. Of the 120 rapists, slightly more than one third (36.7 percent) committed a single act of rape. Almost two-thirds (63.3 percent) committed multiple rapes; in fact, they committed a total of 439 rapes, which translates to an average of nearly six (5.8) rapes per rapist. Altogether, the 120 rapists were responsible for 1,225 separate acts of interpersonal violence, including rape, battery, and physical and sexual abuse of children.⁷

Perhaps most important for the present discussion, Dr. Lisak and Dr. Miller calculated the percentage of rapes that were committed by these repeat perpetrators and found that the figure was an astonishing 91 percent. In other words, the vast majority of rapes—more than 90 percent—are committed by serial rapists as compared to those perpetrating a single incident. These findings were recently replicated by Stephanie K. McWhorter, Naval Health Research Center, San Diego, California, and colleagues with a sample of newly enlisted male Navy personnel. Using a similar methodology as Dr. Lisak and Dr. Miller, these researchers surveyed 1,146 men—13 percent of whom had committed an act of completed or attempted rape since the age of 14. Yet again, the most critical point for the present discussion is the fact that 95 percent of these rapes were committed by a serial rapist; the percentage of rapes that were committed as a one-time incident constituted only a small fraction (5 percent) of the total number of rapes.⁸

Spirit of the Law

The forensic compliance provision of VAWA 2005 was designed to confront this reality by encouraging victims of sexual assault to report the crime to law enforcement and access other community services that could help them to heal. Victims vary widely with respect to their initial thoughts about reporting. When they first come into contact with a community agency, whether that is a hospital emergency room, a forensic examiner program, or a victim advocacy agency, some victims already know that they

want to report the crime to law enforcement and actively participate in the process of an investigation and criminal prosecution. On the other hand, some victims absolutely refuse to talk to police. Most victims range between these two extremes: they may feel that they want to talk with police about the sexual assault, but also express a range of questions and concerns about what will happen if they do. These are the individuals who can benefit most from the forensic compliance provision.

Try to imagine an alternative scenario. But first, a question: what if a community response system was designed based on a realistic understanding of how victims react to being sexually assaulted? What would it look like? For example, what if victims were allowed time to rest, think, clean up, eat, drink, sleep, smoke, sober up, and do all the things they need to do to feel human again? What if they were offered the opportunity to gather the information and support they need to make good, solid, well-educated decisions? In the meantime, what if law enforcement collected and properly stored any time-sensitive evidence to preserve the victim's option of reporting for later? And what if law enforcement connected victims with forensic health care, victim advocacy, and other services that could help them to recover from trauma?

This is the scenario communities would experience if law enforcement implemented the "letter of the law" for VAWA 2005 forensic compliance. To comply with these provisions, criminal justice and community professionals must work together to create a response system that allows victims to obtain a medical forensic examination free of charge or with full reimbursement, regardless of whether they report to police or otherwise participate in a law enforcement investigation. The hope is that this will allow victims time to decide what they want to do, while law enforcement collects and documents forensic evidence and victims have the opportunity to access medical care and other services.

But let's take the scenario even further. What if law enforcement offered these victims the opportunity to talk with an officer anonymously? In some cases, this wouldn't necessarily mean that the victim's identity is truly unknown to the responding officer. For example, in small communities, the officer may know who the victim is as soon as they see each other. However, an anonymous report would allow victims the opportunity to talk with an officer without identifying information being formally recorded as part of an official crime report. The victim may also make the decision to not identify the person who sexually assaulted them—at least, not initially. In this scenario, victims

would have the opportunity to establish rapport with the officer, getting to know the officer personally and finding out more about what an investigation would entail. Victims could ask the officer questions and make a decision based more on realistic information and less on a fear of the unknown. OVW is clear that practice is not required for agencies to be compliant with VAWA 2005. States do not have to certify that victims can report sexual assaults to law enforcement anonymously. However, End Violence Against Women International, in Addy, Washington, believes that this represents the best practice in achieving the noble "spirit of the law" for VAWA 2005.

What do you think? Would this anonymous reporting option increase the number of victims who come forward and participate in a law enforcement investigation? Both common sense and emerging evidence suggest that it will. As described in the OVW document Frequently Asked Questions on forensic compliance,

Many victims refuse to undergo examinations because they are not ready to report the sexual assault to the police. Advocates for sexual assault victims maintain that the VAWA 2005 forensic examination requirement will encourage more victims to undergo examinations directly following the crime, thereby preserving forensic evidence for future prosecutions when victims are ready to cooperate with law enforcement. Jurisdictions that have implemented anonymous reporting, including the U.S. Military, have found this to be true.⁹

Meeting Victim Needs and Serving Justice

Not surprisingly, prompt evidence collection increases the likelihood of improved outcomes in the criminal justice system.¹⁰ In other words, victims who report sexual assaults to law enforcement and who participate in the process of forensic evidence collection as soon as possible are more likely to see their cases successfully investigated and prosecuted. Perhaps more importantly, victims who report sexual assault to law enforcement are far more likely to receive medical care for any injuries they sustain.¹¹

The primary motivation for victims to have a forensic exam is typically to meet their own physical and medical needs, not to facilitate the evidence collection process.¹² However, in this context at least, victims' motivation matters less than their behavior. By contacting a forensic examiner, victims can meet their own treatment needs while pursuing justice. Once in touch with a competent and compassionate health-care professional, victims have the option of receiving medical care, accessing supportive services, and participating in forensic evidence collection that

can be used later if the case is investigated and prosecuted.

The rest of this article will focus on some of the specific questions of policy and protocol that must be addressed to implement a community response system that is compliant with the spirit of the VAWA 2005 legislation. The conclusion will detail some resources that can be used by law enforcement personnel and other community professionals seeking to design a response system for forensic compliance.

Initiating a Medical Forensic Examination

Depending on the type of response system implemented by each community, achieving forensic compliance may require a system for victims to obtain a forensic exam, without

- notifying law enforcement,
- obtaining law enforcement authorization for the exam,
- providing identifying information in the report made to law enforcement,
- violating the victim's confidentiality or wish to remain uninvolved in the criminal justice process, and/or
- triggering the process of an investigation and processing of evidence.

The specific procedures will differ depending on whether or not the state has a mandated requirement for medical professionals to report to law enforcement if they have patients who have been sexually assaulted. Protocols will also vary if law enforcement agencies are required to authorize and pay for forensic examinations, or if these exams can be conducted without any initial police involvement.

For example, most states have no requirement for medical professionals to report sexual assaults to law enforcement. Others have mandated reporting requirements that allow forensic examiners to notify law enforcement of the sexual assault without identifying the victim or suspect (that is, anonymous reports). Still others spell out in their state laws that medical mandated reports must include identifying information for the victim and the suspect if known. Finally, some states have statutory requirements that forensic examinations will be authorized and paid for by the law enforcement agency with jurisdiction over the assault.

Clearly, the protocol for initiating a medical forensic examination must be carefully crafted to meet such statutory requirements, as well as the unique context of the community. It will certainly involve multidisciplinary collaboration among a wide range of professionals, including communications personnel (that is, dispatch); responding and investigating officers within local law enforcement agencies; forensic examiners; victim advocates;

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and administrative staff (for example, the billing department of the medical facility).

Generating a Case Number and Developing a Tracking System

Regardless of whether or not law enforcement is involved in the initial response, a tracking number of some kind will need to be generated for each medical forensic examination. This number is needed to track the evidence collected and link it to the information that is available about the case, so it can be retrieved if the victim later decides to participate in a police investigation. This tracking number could potentially be generated by various professionals involved in the initial response system, and it may differ from formal case numbers that are typically generated by law enforcement agencies. Achieving forensic compliance may therefore require developing a new tracking system that can incorporate cases where a forensic exam was conducted but the victim did not report to law enforcement, provide identifying information, or participate in the investigation.

Additional questions pertain to the type of report that will be generated. For example, the report may be “informational” rather than a crime report. These types of reports go by a variety of different names, including an incident report, an informational report, or an officer’s report, among others. Regardless of the terminology, informational reports are typically used to document incidents that do not yet meet the elements of a crime; they will also likely be used by most law enforcement agencies to document reports in which the victims remain anonymous. If informational reports are used to document these medical forensic exams that are conducted with a victim who is not participating in a law enforcement investigation, procedures must be developed to ensure that they are linked with the evidence being stored and retained for a sufficient length of time—not just for a year, which is typical for informational reports.

Paying for the Medical Forensic Exam

As previously described, the specific payment mechanism differs across communities, but a response system honoring the spirit of VAWA 2005 must ensure that victims are not billed and do not pay for their forensic exams, regardless of whether or not they report to law enforcement or participate in an investigation. Some communities require victims to pay for exams or bill victims’ insurance companies first before reimbursing them for any out-of-pocket costs. According to OVW, this type of procedure can be compliant with VAWA 2005 as long as two conditions are met. First, victims must be fully reimbursed for any out-of-pocket costs, regardless of their decision to participate in the criminal justice process. Second, victims or their private insurance companies cannot be billed by any state or territory that uses STOP grant funding to pay for forensic exams. This type of procedure can be used only by states or territories using other funds to cover these costs.

However, this type of procedure clearly does not represent best practice if the goal is to increase reporting and victim access to forensic medical exams. Best practice is for these exams to be paid for without victims or their private insurance carriers being billed first. Just try to imagine a scenario in which victims of any other crime were asked to pay for evidence collection.

Even when the payment mechanism is administered at the state level, protocols require coordination at the local level between first responders and those involved in the billing and payment process. As a result, a model system will require collaboration among health-care providers and administrative staff within health-care facilities; billing departments; state agencies (for example, the STOP grant administrator, the Department of Health, a crime victim compensation program, and the attorney general’s office); victim advocacy agencies; police departments; prosecutors’ offices; and legislators or other policy makers.

Storing, Transporting, Processing, and Destroying Evidence

Again, the specific model for each community may differ, but extensive coordination will be required to address all relevant questions regarding evidence storage, transportation, processing, and destruction. These issues are complex and have implications for staff within law enforcement agencies (especially those in records and property departments), as well as staff at health-care facilities, crime labs, and prosecutors’ offices. Policies and protocols must be developed that protect both the interests of victims and the integrity of evidence for victims who decide at a later point to proceed with an investigation. Questions include who will store the evidence, how long it will be retained, what will happen if the victim wants the evidence returned, whether or not evidence will be submitted to CODIS, and how to respond if the evidence returns from CODIS with a “hit.” Again, it is critical to keep in mind that law enforcement may not have established that a crime has occurred in these cases, that consenting sexual partners may not have been eliminated, and that the victim may not want police contact.

Providing Victims with Information

Finally, a model response system will include careful attention to the information that is provided to victims. There may be numerous options regarding who will provide victims with the information they need during the initial response and any later stages of the criminal justice process. However, professionals tasked with this responsibility must be educated on the issues involved in forensic compliance. Coordinated protocols must address the initial information that is provided to victims to explain their options and rights. However, these protocols must also outline what happens to the evidence that is collected during a forensic exam and clarify what will happen in situations in which evidence is processed or a suspect is identified without the victim’s participation or consent.

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Need for Leadership

In conclusion, at right are a few resources that may help communities achieve forensic compliance. However, it is critical to note that the reforms needed will involve many units and functions within a given police agency. They will also require establishing collaborative protocols with hospitals and other agencies in the community (for example, crime labs, prosecutors' offices, and victim advocacy agencies).

Pursuing the vision of forensic compliance thus requires leadership from within law enforcement—not just by command staff but also by others working throughout the agency to successfully implement these challenging reforms. Without law enforcement leaders working in a multidisciplinary context in each community, this vision will remain a false promise. But with law enforcement at the table and even leading the way, the United States can perhaps begin to change the stark realities of nonreporting for sexual assault victims and hold more perpetrators accountable. ♦

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Notes:

¹Violence Against Women and Department of Justice Reauthorization Act of 2005, Public Law 109-162, codified at U.S. Code 42, § 3796gg-4(d).

²Ibid. at § 3796gg-4(a).

³Ibid. at § 3796gg-4(d).

⁴"Facts about the Office on Violence Against Women Focus Areas," United States Department of Justice, <http://www.ovw.usdoj.gov/ovw-fs.htm> (accessed August 9, 2010).

⁵Bonnie S. Fisher, Francis T. Cullen, and Michael G. Turner, *The Sexual Victimization of College Women*, NCJ 182369 (Washington, D.C.: National Institute of Justice, December 2000), 23–24, <http://www.ncjrs.gov/pdffiles1/nij/182369.pdf> (accessed August 10, 2010);

"Rape in America: A Report to the Nation," prepared by the National Victim Center and the Crime Victims Research and Treatment Center (Arlington, Va.: April 23, 1992), 5–6, http://academicdepartments.musc.edu/ncvc/resources_prof/rape_in_america.pdf (accessed August 16, 2010); Dean G. Kilpatrick et al., "Drug-Facilitated, Incapacitated, and Forcible Rape: A National Study" (unpublished report, document no. 219181, U.S. Department of Justice, Washington, D.C., 2008), 43–44, <http://www.ncjrs.gov/pdffiles1/nij/grants/219181.pdf>; Patricia Tjaden and Nancy Thoennes, "Extent, Nature, and Consequences of Rape Victimization: Findings from the National Violence Against Women Survey," NCJ 210346 (Washington, DC: National Institute of Justice, July 2000), 33–34, <http://www.ncjrs.gov/pdffiles1/nij/210346.pdf> (accessed August 16, 2010).

⁶Patricia Tjaden and Nancy Thoennes, "Full Report of the Prevalence, Incidence, and Consequences of Violence Against Women: Findings from the National Violence Against Women Survey," NCJ 183781 (Washington, D.C.: National Institute of Justice, November 2000), 54, <http://www.ncjrs.gov/pdffiles1/nij/183781.pdf> (accessed August 16, 2010).

⁷David Lisak and Paul M. Miller, "Repeat Rape and Multiple Offending among Undetected Rapists," *Violence and Victims* 17, no. 1 (2002): 73–84.

⁸Stephanie K. McWhorter et al., "Reports of Rape Repetition by Newly Enlisted Male Navy Personnel," *Violence and Victims* 24, no. 2 (2009): 204–218.

⁹"Facts about the Office on Violence Against Women Focus Areas," United States Department of Justice.

¹⁰Rebecca Campbell, *The Effectiveness of Sexual Assault Nurse Examiner Programs* (Harrisburg, Pa.: VAWnet, a project of the National Resource Center on Domestic Violence/Pennsylvania Coalition Against Domestic Violence, November 2004), http://www.vawnet.org/Assoc_Files_VAWnet/AR_Sane.pdf (retrieved October 21, 2009); Rebecca Campbell et al., "Predicting Sexual Assault Prosecution Outcomes: The Role of Medical Forensic Evidence Collected by Sexual Assault Nurse Examiners," *Criminal Justice and Behavior* 36, no. 7 (2009): 712–727.

¹¹Callie Marie Rennison, "Rape and Sexual Assault: Reporting to Police and Medical Attention, 1992–2000," *Bureau of Justice Statistics*

Selected Findings, NCJ 194530, August 2002, 3, <http://bjs.ojp.usdoj.gov/content/pub/pdf/rsarp00.pdf> (accessed August 16, 2010).

¹²Janice DuMont et al., "Investigating the Medical Forensic Examination from the Perspectives of Sexually Assaulted Women," *Social Science and Medicine* 68 (February 2009): 774–780.

Resources

Office on Violence Against Women (OVW), U.S. Department of Justice. For more information on OVW, the Violence Against Women Act, forensic compliance, and contacts for the STOP grant administrators in states and territories, visit <http://www.ovw.usdoj.gov>.

End Violence Against Women (EVAW) International. In May 2009, EVAW International was awarded a grant from OVW to help professionals implement a community response system that is compliant with the forensic examination requirements of VAWA 2005. As a result, EVAW International can offer information, resources, and guidance as needed in this complex and challenging area. Contact the authors of this article or others at EVAW International by e-mail, telephone, or fax; contact information is provided at <http://www.evawintl.org>. Resources also are posted in the special section of EVAW International's website, which is dedicated to providing technical assistance on the topic of forensic compliance.

Sexual Assault Prevention and Response Office (SAPRO). Many professionals have questions about the laws in their states pertaining to mandated reporting of sexual assault and payment for medical forensic examinations. Answers can be found on the webpage for SAPRO of the U.S. Department of Defense, which has posted a summary of state laws compiled by the American Prosecutors Research Institute and the National Center for the Prosecution of Violence Against Women. By clicking on a state, a document appears that summarizes relevant laws pertaining to mandated reporting, payment for forensic examinations, and other reporting statutes that may impact rape victims (for example, injuries). However, the materials were last updated in January 2007, so they may not reflect recent changes in state statutes to comply with the VAWA 2005 provisions governing sexual assault medical forensic examinations. It is available at <http://www.sapr.mil/index.php/law-and-dod-policies/civilian-sexual-assault-reporting-law>.

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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).

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All other listings are active members.

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Newport News—Hackman, John R, US Marshal, US Marshals Service, 2400 West Ave, Ste 200, 23607, (757) 247-2855, Fax: (757) 247-2849, E-mail: john.hackman@usdoj.gov, Web: www.usmarshals.gov

Washington

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Wyoming

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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.

Anthony D'Arcangelo, Lieutenant (ret.), Groton, Connecticut; Naples, Florida (life member)

Patrick J. Maloney, Chief of Investigations (ret.), Union County Prosecutor's Office, Elizabeth, New Jersey (life member)

Ernest N. Dawal, Chief of Police (ret.), Rochelle Park Township, New Jersey; Advance, North Carolina (life member)

George G. Gasper, Chief of Police (ret.), Painesville, Ohio; Mentor, Ohio (life member)

John J. Vollmann, National Chair, Schools of Criminal Justice, ITT Educational Services Inc., Carmel, Indiana



Law Enforcement

Juvenile Justice Programs and Services Directory

Register your agency's youth programs and services by registering them on the Juvenile Justice Programs and Services Directory (JJPSD)!

What Is the JJPSD? The International Association of Chiefs of Police, in cooperation with the Office of Juvenile Justice and Delinquency Prevention, has developed the Juvenile Justice Programs and Services Directory (JJPSD), a Web-based information bank of youth-related programs and services conducted by law enforcement agencies throughout the nation.

Who Should Register/Submit Data? Law enforcement personnel with responsibility for and/or knowledge of their agency's programs and services related to youth and juveniles.

What Are the Benefits of Submitting Your Agency's Data? Submitting your agency's youth programs and services to the JJPSD:

- Showcases your agency's juvenile services by listing all youth-related programs and services provided.
- Generates the opportunity to network with other law enforcement youth service providers and promotes peer-to-peer exchange of youth-related resources and programs.
- Increases public awareness of youth-related programs and services.

The JJPSD has many built-in tools specifically designed for law enforcement:

- **News of Interest and Featured Programs & Services** highlight juvenile justice news, issues, and innovative programs being developed by your peers.
- A **Search** function which allows users to search for programs and services by geographic location, agency name/type/size, program emphasis, and by keywords.
- A **GIS Mapping** device that pinpoints program and service locations to assist you in determining proximity within a specific geographic region.
- The **Program Glossary** which provides descriptions for 39 of the most widely-recognized youth programs and services.

Register your agency's youth programs and services at www.leayouthservices.org. On the homepage click on "Provide/Update Information About Your Agency" and follow the registration process. The process should take approximately 10 minutes, depending on the number of programs and services your agency supports.



International Association of Chiefs of Police

Juvenile Justice Programs and Services Directory

515 North Washington Street

Alexandria, Virginia 22314

1-800-THE-IACP ext. 328

www.theiacp.org / www.leayouthservices.org

Register your agency's youth services today!

Product update

The **Police Chief** keeps you on the cutting edge of law enforcement technology with monthly product announcements. For **free** in-depth information, visit us online at <http://www.naylornetwork.com/iac-nxt>. Items about new or improved products are based on news releases supplied by manufacturers and distributors; IACP endorsement is in no way implied.



Binoculars

The new BL 8x33 Comfort Bridge binocular, with distinctive Minox styling, gives new meaning to “open bridge” and delivers the practical, ergonomic advantages of enhanced comfort and secure handling, weighing just 22.9 ounces, which law enforcement officers will appreciate during any lengthy observation, including viewing hazardous materials scenes from a distance. Lightweight and trim, the rubber-armored body is made of space-age polycarbonate and is rugged and impervious to weather—from 14 degrees Fahrenheit to 122 degrees Fahrenheit, in rain or snow.

For more information, visit <http://www.minox.com/usa>.

Crash-reduction training

At Applied Simulation Technologies (AST), the company goal is to make work safer for law enforcement officers. That is why AST offers training that works alone or with an agency’s current curriculum to manage and reduce crashes. EVOC-101 Web delivers powerful online training that refreshes perishable skills from a desk, at home, or even in a parked vehicle on a web-enabled terminal. The program was designed by instructional experts, especially for law enforcement, to be tough, interactive, and effective. AST is so sure that agencies using the training will experience significant reductions in crashes that these results are guaranteed.

For more information, visit <http://www.appliedsimtech.com>.

Video surveillance

3VR Security Inc. announces the availability of the ServerClass 100 SmartRecorder for Retailers. Built on the award-winning 3VR Intelligent Surveillance and Search (ISS) platform, the ServerClass 100 SmartRecorder for Retailers combines the power and scalability that retailers require with the analytic and correlative power they want. Retailers are pushing the boundaries of video management with higher camera counts, active monitoring, and new applications that require deep integration and information technology and marketing organization. The ServerClass 100 provides a solution to retailers who want the flexibility and friendliness of software-only solutions with the ease of installation and support of a hybrid or network video recorder.

For more information, visit <http://www.3vr.com>.

Reflective gear

StrideLite USA’s primary focus is safety for human and canine law enforcement members. Its products, including the lighted safety vests and the lighted dog collars, have been recognized in the trade and popular press as being the highest quality and value. Products are manufactured in the United States and Canada and are used in law enforcement, rescue, military, and industrial settings. The StrideLite and Spike product lines represent a solid choice for law enforcement visibility needs.

For more information, visit <http://www.stridelite.com>.

PA systems and lecterns

AmpliVox Sound Systems is now manufacturing and selling public-address (PA) systems and podiums that are RoHS (restriction of hazardous substance) and WEEE (waste electrical

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and electronic equipment) compliant. AmpliVox, a 40-year-old audio system specialist based in Chicago, meets these requirements in nearly all of the wood products it manufactures. Its PA systems and lecterns are made with an environmentally friendly particleboard and recycled post-industrial wood residues. Urban or postconsumer recycled wood fibers are used in the Tafisa panel production mix, which enables the recycled fibers to have an extended life.

For more information, visit <http://www.ampli.com>.



Durable laptops

Rugged Notebooks, a leading provider of ruggedized computers and handheld devices for more than 10 years, announces the release of the RNB Eagle semirugged notebook. The RNB Eagle notebook's

introduction coincides with the latest compliance guidelines issued by the FBI pertaining to any laptop or computer accessing National Crime Information Center (NCIC) data. According to these guidelines, all systems must have advanced user-authentication security measures such as biometrics (fingerprints or iris scan) and a smart card or token that must be inserted into the device's USB port. The new RNB Eagle notebook comes standard with the latest security features, including a biometric fingerprint reader and SmartCard (CAC) reader.

For more information, visit <http://www.ruggednotebooks.com/eagle>.

Password-protection system

World Border Organization BORDERPOL announces that work on the SAFEBORDER.network is progressing ahead of schedule and will be launched in fall 2010. The SAFEBORDER.network initiative is a global password-protected extranet designed for sharing information exclusively between countries and agencies involved in border security. These agencies will be able to share information on education, training, doctrine, best practices, criminal gangs, and terrorist organization structure and modus operandi. The extranet will also

include a forum, an equipment database, and an events calendar.

For more information, visit <http://www.borderpol.org/borderpol.html>.



Pistol

American Tactical Imports introduces the latest member of the German sporting guns family, the GSG-1911. Making its debut just before the 100th anniversary of the 1911 pistol, the GSG-1911 brings new and unique features to the platform: a 22 LR high-velocity caliber; a 10-round capacity (detachable); a semi-automatic recoil-operated working system; a 5-inch barrel length; and an 8.5-inch overall length with 6 grooves. The GSG-1911 features the same weight and feel of a classic 1911 pistol, but with 80 percent interchangeable parts and a guaranteed 5-pound trigger and threaded barrel.

For more information, visit <http://www.americantactical.us>.

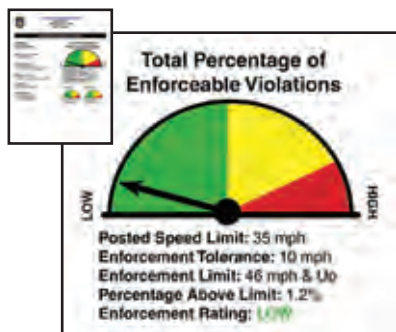
Data animation software

MapScenes Systems, a developer of accident-scene mapping and reconstruction software, announces the release of MapScenes PointCloud 2010. PointCloud is a powerful point cloud/light detection and ranging (LIDAR) data visualization and animation tool for forensic investigators and accident-scene reconstructionists. Included with this software bundle is MapScenes Forensic CAD, a full-featured desktop mapping tool, and MapScenes Capture, a professional three-dimensional animation tool. With MapScenes Forensic CAD, any line of work completed in the PointCloud viewer will be available in the CAD drawing, and vice versa. The PointCloud can be included in the final animation for added realism with no additional effort. ♦

For more information, visit <http://www.mapscenes.com>.

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Current Security Scenarios and Challenges

Proactive Patrolling through the Use of Patrol Scripts

By David A. Rivero, Chief of Police, University of Miami Police Department, Coral Gables, Florida; and John P. Pepper, Crime Prevention and Emergency Management Coordinator, University of Miami Police Department, Coral Gables, Florida

Patrol has been, is, and will continue to be the backbone of college and local policing. Response to emergency and nonemergency calls to patrol officers for service is a primary component of policing or, more specifically, reactive policing. Most law enforcement commanders would say they try to eliminate the need for their patrol officers to be reactive through the institution of various proactive patrol initiatives. It's a valid concept in theory and in proven practice: prevent the crimes before they happen so reactive, after-the-fact response becomes unnecessary. The result is fewer persons victimized, less financial and personal loss, less overall crime, and more police recognition and appreciation. Everyone wins.

Though many college and local law enforcement agencies are often busy with reactive call response, most agencies would cite that, at any given time, there is at least one officer available and not assigned to any call. The question then becomes how to best utilize these limited available patrol resources to proactively prevent future reactive responses.

Random patrol has long been an accepted allocation of these available patrol resources. The University of Miami in Coral Gables, Florida, sought a better and more effective methodology for preventing crime that is focused and targeted at the times and locations where crimes are likely to occur.

Crime is often cited as unpredictable. To some extent, it is, but to some extent, it is not. It is basically impossible to know exactly when and where a specific crime is going to occur without good intelligence. It is, however, possible to identify general locations and corresponding times when crimes may be more likely to occur. Some law enforcement agencies have recognized this through crime analysis and crime mapping techniques. At certain times, in certain areas, and under certain conditions, crime will occur at an above-average rate; often, such situational convergences are referred to as "hot spots." Some agencies use this information to direct available patrol resources to hot spots during the times of high crime

incidence. Specific planned events also recognized the need for additional attention from current patrolling officers, as more people means more potential for crimes. Often, crime analysis data and event scheduling data lead to the issuance of general be-on-the-lookout (BOLO) notices and watch orders for regular on-duty officers. These are effective guidance tools. At the University of Miami, it was decided to institutionalize daily guidance to the officers through patrol scripts.

The Situation

The University of Miami used to have a random patrol philosophy. Few BOLOs and watch orders were issued. On occasion, a special crime suppression detail was instituted. However, as far as proactive patrols went, individual officers determined their own random movement and random stationing throughout the campus when not assigned to a call.

Crime data. Crime analysis, data-driven proactive patrol tactics, and the process known as CompStat (Comparative Statistics)¹ develop crime information. Initiating a smaller version of the process at the University of Miami assured that crime data were regularly developed and shared with officers. The officers consider this information as they go about their self-guided random patrols, but without structure, this process lacks aggregation and formal use.

Event data. On the event data side, a multitude of calendars were maintained by the university and most of its organizations, groups, and event-planning entities. When examined together, these calendars give a comprehensive view of just about everything that is happening across the entire campus on any given day and at any given time. A regular harvesting of these calendars literally could generate all event data for the whole community. However, no harvest or even review of these calendars was being done for patrol consideration.

Given the University's relatively low crime rates and reasonable officer staffing levels, patrol officers had a significant

amount of time each day to devote to their random patrolling. However, it was felt that this unassigned time was not being fully utilized. The proactive patrol methodology and its success or lack thereof was completely dependent on the officer's knowledge of events, complaints, BOLOs, past crimes, and other miscellaneous data.

All of the officers had a piece of the puzzle, but none were looking at the complete puzzle. The pieces needed to be aggregated, supplemented, and redistributed. The real question became how to put both the crime data and the event data together in an effective and continuous manner that was standardized, readily available, and able to be analyzed.

The Philosophy

The crime triangle has long been the most simplistic, standard model of how crime problems develop. When an offender and a victim (target) come together at a time and place (opportunity), there is a crime (see figure 1). Without an offender, there can be no crime. Without a victim (target), there is nothing to attract the attention of the offender. If offenders and victims (targets) never come together at a single time and place (opportunity), there is no potential for physical criminal action. All three aspects must be present to make a triangle.

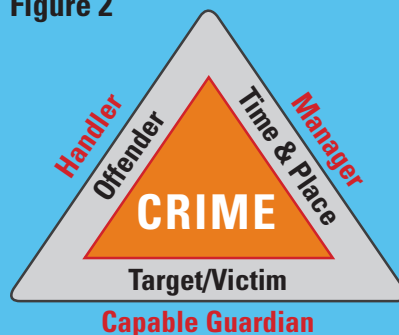
Surrounding this basic crime triangle is an outer triangle of crime control, also known as interventions (see figure 2). A handler can supervise the offender in ways ranging from physical control to intervention programs. Managers make the time and place less conducive (less opportunistic) for criminal activity by adding countermeasures such as lighting, security hardware, or other crime prevention through environmental design (CPTED) features. A capable guardian, such as a police officer, can protect the victim or target and deter offenders. Any of these three interventions can negate the formation of one of the three necessary sides of the crime triangle, thus preventing crime.

Working with building and campus facilities managers to implement CPTED

Figure 1



Figure 2



practices was high on the University of Miami chief of police's to-do list, but within the scope of improving patrol, the capable guardians—patrol officers—were his main focus.

The Improvement

Formalized crime and event data-driven proactive patrol tactics would undoubtedly increase patrol officer effectiveness in preventing and reducing crime.

Bill Walsh, former coach of the San Francisco 49ers, was widely known for the "West Coast offense" he created, which transformed the team into a National Football League (NFL) dynasty. His secret was scripting the first 25 plays of each game. The idea of scripts had previously been utilized by fellow NFL coaches Paul Brown, Don Shula, and others. The scripts were basically a game plan; each play was specific and predetermined through study and analysis of the opponent prior to game time. "The whole thought behind 'scripting' was that we could make our decisions much more thoroughly and with more definition on Thursday or Friday than during a game, when all the tension, stress, and emotion can make it extremely difficult to think clearly," Walsh wrote in his 1989 book *Building a Champion: On Football and the Making of the 49ers*.

The idea stuck, and has now become an NFL staple activity. "It got to the point where our offensive team really wanted to know those plays," Walsh said. "The players really appreciate the idea that you're giving them a [head] start on the game. You can sleep easier, you have more confidence going into the game, and you're more at ease. For the coaches, you can feel comfortable that the game is almost on automatic pilot when it starts."²

The same theory of scripting can be applied to proactive patrols. Crime data and event data can be obtained, aggregated, and plotted on a unique daily patrol script by the department's crime prevention professionals and shift sergeants prior to the start of the shift. The patrol offi-

cers then know ahead of time who, what, when, where, why, and how proactive patrols need to be conducted for that shift. No longer would the key crime and event information pieces be scattered. No longer would proactive patrols be dependent upon each officer's will to seek out and integrate the information into their activities. Everybody would be on the same page. Everything would be standardized. Every record would be detailed and available for further analysis. In addition, not only would a crime and event data-driven scripted patrol likely prevent crimes, but it would give the community the perception that police are everywhere. In essence, that perception would be correct.

Obviously, police work is to a large extent unpredictable, and success requires officer fluidity. In no way should the scripts take away officer discretion to follow an immediately arising hunch, nor completely remove an available resource from reactive response, nor prevent officers from doing all the good things they already do. Officers set out each day with a prescript game plan on how they are to patrol the campus, but adjustments to that script are made as necessary as the day develops.

Script Specifics

The actual layout of the script needs to be as simplistic as possible, as well as immediately accessible to all patrol officers and sergeants. Through the use of existing computer programs and the university's computer network, both were accomplished at no cost. The actual patrol script was originally laid out in a modified spreadsheet file. A script file, consisting of four columns for headings and unlimited rows for specific events, was made for every future shift of every future day. The column headings were Time, Location, Activity/Reason, and Disposition (see figure 3). Later, a fifth column was added for Type of Patrol, to designate such specifics as walking patrol, Segway patrol, bicycle patrol, vehicle patrol, or something special such as traffic direction. Selection was generally dependent on several factors, such as

time allotted and the size of the area needing to be covered.

For each individual event, the activity/reason described the crime or event data an officer was to focus on during the listed time and within the listed location. At the completion of an event or the shift, the scripted officers update the disposition to document that the scripted item was completed without or with incident (listing case numbers); or, if the item was not completed, why. Such reasons could be anything from "dispatched to call reference x" to "self-initiated traffic stop." Again, the goal of the script is not to take away officer discretion or remove an officer from call response.

The script file itself is stored on a shared or common hard drive within the university's computer network that can be accessed by any police user with authorized credentials from any networked computer on campus. Generally, while actually on patrol, a printed copy is used and the dispositions on the electronic file are updated at the end of the shift.

Program Success

The scripted patrols have been in place at the University of Miami since 2007. In this time, they have been directly attributed to solving several major crimes and indirectly attributed to preventing countless more. One of the greatest successes occurred in December 2009 when a serial vehicle burglar was caught. Through the use of crime analysis, surveillance cameras, and reports, it was determined that there were vehicle burglaries occurring in the same parking lots, around the same times, on the same days of the week, with a specific suspect and suspect vehicle often reported in the area. Commanders on patrol within the confines of the data spotted and identified the suspect who was responsible for a multitude of recent burglaries.

Other law enforcement agencies can enjoy these same improvements by working with the department's crime prevention professionals and sergeants to continually refine the crime data collection and documentation process and the script assignment disposition execution and reporting process. Preparation of the scripts costs the agency nothing aside from personnel time. In addition, through the use of a recently hired student programmer, the department has been able to convert the script file into a unique script program. It works similar to a basic spreadsheet program but has several new features that assist in the preparation, the dissemination, and the follow-up investigations through the use of a flagging feature. The simplicity of the program allows for streamlined operation.

When the elements of the crime triangle present themselves, resources may be more effectively targeted at potential problems

Figure 3

UPOLICE
University of Miami
POLICE DEPARTMENT
PATROL SCRIPT

Date: 11/20/2009

Shift: B

Officer: Tighe

Print all information legibly.

TIME	LOCATION	ACTIVITY/REASON	DISPOSITION
1800-1830	UM Police Station	Roll Call; Reason: Roll Call	QRU*
1800-1800	Campus Wide	NOTE; Reason: NOTE: All media presence pre-approved for Global Entrepreneurship Week events	acknowledged
1830-1900	Physics Lecture Hall	Patrol; Reason: Temares Entrepreneurship Forum and Dinner - Global Entrepreneurship Week	QRU
1900-1930	300/400 Parking Lots	Patrol/Walking Patrol; Signal— 26/27/28/37/38/ bike racks	QRU
1930-2000	Judaic Center Area - Merrick	Patrol; Reason: Watch Order - Vandalism	QRU
2000-2030	Rathskellar	Patrol; Reason: Student Stand Up	Self-Assigned 37s - 1 TPW issued
2030-2100	School of Music	Patrol; Reason: second annual Wall to Wall Opera for All Festival	QRU
2100-2130	Knight Sports Center	Patrol; Reason: UM Volleyball vs. Maryland	QRU
2130-2200	University Center	Patrol; Reason: Peace & Love Concert	QRU
2200-2230	Cosford Cinema	Patrol; Reason: 8th Annual Miami Short Film Festival	QRU
2230-2300	Bank United Center	Patrol; Reason: MMA Event "Unconquered 1: November Reign"	QRU
2300-2330	OPEN		QRU
2330-2400	University Center/ Bookstore/Pool	Walking Patrol	QRU
0000-0030	Judaic Center Area - Merrick	Walking Patrol; Reason: Watch Order - Vandalism	QRU
0030-0100	President's Home - 8565 Old Culter Road	Order; Reason: Crime Signal: 32 Verbal Threats	Assigned to Call - Reference 09-0012355
0100-0130	300/400 Parking Lots	Vehicle Patrol/Walking Patrol; Reason: Crime Signal: 26/27/28/37/38/ bike racks	QRU
0130-0230	Residential Areas/Dining Halls	Walking Patrol; Reason: Crime Signal: 26/27/28/37/38/bike racks/open doors/unattended property	QRU
0230-0300	Academic Areas - Random	Patrol; Reason: Crime Signal: 26/27/28/37/38/ bike racks/ open doors/unattended property	Self-Assigned 19 - 2 citations issued
0300-0330	500/600/700/ Metro Parking Lots	Patrol/Walking Patrol; Reason: Crime Signal: 26/27/28/37/38/ bike racks	QRU
0330-0400	Religious Centers/Health/Counseling/Dean	Patrol; Reason: Crime Signal: 26/27/28/37/38/ bike racks/ open doors/ unattended property	QRU
0400-0430	Vending Machines - Campus Wide	Patrol/Walking Patrol; Reason: Crime Signal: 26/27/28/37/38	Assigned to Call - Reference 09-0012333
0430-0500	Judaic Center Area - Merrick	Walking Patrol; Reason: Watch Order - Vandalism	QRU
0500-0530	300/400 Parking Lots	Walking Patrol; Reason: Crime Signal: 26/27/28/37/38/ bike racks	QRU
0530-0600	OPEN		Self-Assigned 19 - 1 warning issued

*Miami-Dade County, Florida, uses a Q-Code system. QRU is the equivalent of a 10-4 in 10-Codes.

MISSION OF THE UNIVERSITY OF MIAMI POLICE DEPARTMENT

The University of Miami Police Department will provide a safe and secure campus environment through collaborative, innovative, proactive and professional law enforcement initiatives that follow a community policing model of law enforcement.

Supervisor Review and approval – the above information is accurate and has been confirmed

Supervisor Signature: _____

ID: _____

Date: _____

through the use of patrol scripts. The goal is to prevent crime from occurring and the measure of success is the reduction or elimination of crime. One view is to consider crime not as a measure of performance, but as a measure of performance failure—and use those failures to generate success. Scripted patrols have proven themselves to be more successful than random patrols within the university community. ❖

Notes:

¹Other articles published by the *Police Chief* on CompStat include "The Caruth Police Institute: A Comprehensive Approach to Staff and Leadership Development," by Robert C. Davis and Robert W. Taylor (April 2010); "Community Policing and CompStat: Merged, or Mutually Exclusive?" by Ken Peak and Emmanuel P. Barthe (December 2009); "Predictive Policing: What Can We Learn from Wal-Mart and Amazon about Fighting

Crime in a Recession?" by Charlie Beck and Colleen McCue (November 2009); and "The CompStat Process: Four Principles for Managing Crime Reduction," by Jeff Godown (August 2009). For information, visit <http://www.policechiefmagazine.org>.

²Luis Valdes, "Bill Walsh, Peak Performance Case Study," Squidoo, citing excerpts from an *NFL Insider/NFL.com* article from 2002 by Ira Miller, <http://www.squidoo.com/billwalsh> (accessed August 25, 2010).

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Choosing the Best People for Promotion and Special Assignments

► **By Jody Kasper, Sergeant, Northampton Police Department, Northampton, Massachusetts**

In the majority of police agencies, chiefs and other upper administrators are responsible for selecting employees for promotion and special assignments. This duty is critical and errors can have potentially fatal consequences for an organization as a whole. For that reason, great diligence and thought must be used in the selection process.

Depending on the size of the agency, promotions and special assignment opportunities may be rare. In some cases, officers may wait a decade before there is any chance to compete for a new position. As a result, officers keep a watchful eye on the selection process used to reassess or promote individuals.

When it comes to selection of personnel for special assignments such as detective teams, SWAT teams, community services units, or warrant apprehension units, there is often more flexibility than in the regimented promotional process. For administrators, it may be easier to base selections to special units on individual factors such as initiative, attitude, and technical skills. The promotional process is much different. Most agencies, whether they are civil service or not, have written guidelines for promotion. These guidelines were established with good reason in an effort to prevent leadership from unfairly promoting friends and relatives or fulfilling political favors. The guidelines are typically spelled out in a formal contract with a union or in an established policy agreed upon by all members of the department. The process usually involves a written test, a panel interview, and a practical exercise that then results in an overall numerical score for each candidate. An eligibility list is then created, and administrators can choose from the top three or four candidates on the list. This is a limiting process for those who are responsible for making selections, and it yields a small applicant pool, but it does allow some degree of flexibility once the field has been narrowed down to the top applicants.

When working within this discretionary area, police administrators should first review the job description. Every position should have an accompanying job description that outlines the specific duties associated with an assignment. These descriptions need to be updated periodically as duties can and should change over time. Ideally,

selection to different positions should be based on the assessor's belief that an individual has the right combination of technical abilities, personal characteristics, and personality traits that will best fit the job.

Any discussion of internal promotion should include two interesting principles regarding selection and promotion within an agency. These concepts are popular in the mainstream business sector, but are equally applicable to the world of policing.

The Peter Principle

The Peter Principle was first identified in 1968 in a book by the same name, written by Dr. Laurence J. Peter and Raymond Hull. This theory suggests that organizations have a tendency to promote people to their highest level of incompetence. If employees excel in their positions, they are promoted. If they excel at their new positions, they are promoted again. This continues to occur until an employee fails to excel in the position, at which time the employee is not promoted and is left working in a position that is a poor competency match. This doesn't work for the individual or for the agency as a whole. One interesting factor in this theory is that higher-ranking jobs are not necessarily harder to perform; instead, the positions that confound promoted employees are usually just jobs that require a different set of skills and personal characteristics to excel. The implication of the principle is that although it is important to consider success and initiative at an existing level, it is necessary and arguably more critical to evaluate the individual's potential to succeed at the new position.

The Dilbert Principle

The Dilbert Principle was first identified by *Dilbert* cartoonist Scott Adams in the 1990s. This theory suggests that employees who fail to thrive, who are inept, and who may negatively affect the overall performance of an organization are sometimes promoted to positions where they will do less harm to the organization as a whole. These individuals often find themselves in middle management where they can do the least amount of harm. In one *Dilbert* cartoon written in 1995 that addresses this issue, the character Dogbert states, "... leadership is nature's way of removing morons from the productive flow." Although Adams initially

touched on this theory in a daily comic strip, the concept quickly caught on, and he went on to write a book, *The Dilbert Principle: A Cubicle's-Eye View of Bosses, Meetings, Management Fads & Other Workplace Afflictions*, that has become popular in leadership and management curriculums at colleges and universities.

The good news, as illustrated by these well-known principles, is that police agencies are not the first, nor will they be the last, to assign personnel to positions for the wrong reasons. This is a common problem in the world of business and is the subject of many books, lectures, and trainings designed to help managers to better select and promote employees. One major difference between the private sector and the public sector, however, is the way in which individuals are selected and promoted. While major companies have the luxury of promoting based on job performance, education, company fit, and other factors, public sector jobs are often more restricted in how selections are made.

Overcoming Issues

Police administrators should work to avoid promoting and assigning employees based on the Peter Principle or the Dilbert Principle. Knowledge of these principles and familiarity with the best practices in employee assignment and promotion will help prevent these common pitfalls. Administrators should be aware of two aspects of the selection and promotion process: one set of factors relates to the department as a whole, and the others relate to the individual and that individual's ability to perform the job.

First, there are several issues that pertain to the department as a whole. One of the major issues related to promotion and special assignment is fairness. Any selections need to comply with existing union contracts and departmental policies that outline the selection criteria. Selections that fail to comply with existing guidelines or "toe the line" can cause significant damage to the morale of individuals who were passed over and, consequently, to all personnel.

A second issue is the fact that promotions and special selections are usually considered a reward and a positive transition for the individual. It makes sense, then, that those who are selected for certain positions are

chosen based on their work style, effectiveness, initiative, attitude, and overall performance. Therefore, officers who want to move into new positions are likely to emulate the behaviors and the work styles of those who were selected so that they, too, can move upward within the agency. Administrators who reward poor performance and attitude with promotion should expect these traits to be present in other personnel.

Finally, employees who are promoted up the hierarchical levels within a police department set the tone for the department overall. Those people that are optimistic, supportive of the overall mission of the agency, hardworking, respectful, and generally positive will pass those attributes on to the rest of the department. Conversely, those individuals who are always negative, who constantly complain, who are disrespectful to peers and supervisors, and who are RODs (retired on duty) will pass on those attitudes.

Outside of the consideration of the department as a whole, the chief or other administrator in charge of selection and promotion must then focus on the individual. There are businesses that exist for the sole intent of facilitating employee testing and promotion. For a price, formal tests that will measure an individual's job fit, company fit, integrity, honesty, or emotional intelligence quotient are available to employers. Although these tests have proven to have some validity and may be good predictors of future leaders and managers, they are an expensive luxury that most police agencies cannot afford. Police administrators must use more conventional promotional methods and will instead base their opinions on a number of other factors in the decision-making process.

Significant Indicators

Commonly used and significant items are the employee's performance evaluations. Most departments have six-month or yearly reviews that rate employees in a wide range of categories. These performance evaluations reveal areas of strength and weakness and may identify areas in need of improvement. They may also contain recommendations for special assignments and promotion. Performance evaluations are an invaluable tool in the selection process because they are completed on a consistent basis throughout an employee's career and are often written by the employee's immediate supervisor. Because of these attributes, they identify strengths and weaknesses over the long term by those who work most directly with the employee.

Another interesting statistic to review is the use of sick time. It is recommended that this information be used cautiously, as

it would be unfair to punish people who have taken extended periods of time off for the birth of a child, child care, surgery, or a major illness. However, identifiable patterns of calling out sick could be a sign of an apathetic employee and one that could negatively contribute to the overall environment of the workplace.

Another important area of focus is that of self-initiated activity. For police officers, this is often measured in obvious statistics such as the number of arrests or the number of motor vehicle citations written. These numbers certainly will highlight the patrol officers who occupy themselves with general duties, but other areas of self-initiated activity can also be measured. Officers who approach supervisors and administrators with new ideas and then follow through on those ideas should be given special attention. Officers who are able to identify a problem, design a solution, implement that solution, and follow through with it are shining examples of problem solvers put into action. Creative problem solvers who display initiative should be given special consideration when reviewing candidates for promotions.

Similar to the creative problem solver, employees who have made significant contributions to the department should be recognized. Officers who bring new programs, training curriculums, policies, or equipment to the department show a certain level of commitment to the future of the agency. Attention to new technologies, training strategies, and developments in the law enforcement field are critical for any progressive and successful police administrator. These types of skills are illustrative of an administrative perspective because they demonstrate an ability to contribute to the agency as a whole and to its future.

It is also important to obtain recommendations from supervisors and other officers. Administrators commonly become removed from street-level operations and investigations. The people who work closest with an individual are in the best position to assess that individual's skills and potential abilities. Checking in with first-line supervisors and other employees can provide a wealth of knowledge about an individual that may not be reflected on paper. Using this strategy has the dual benefit of making supervisors feel empowered and valued. Valuing and seeking out employee input from supervisors can greatly contribute to positive morale.

The aforementioned information can be gathered through records and informal interviews. With gathered information in hand, one should then contemplate the general personalities of the candidates. They should

have demonstrated abilities to take responsibility for their actions. They should also have histories of making good decisions and standing by those decisions. They should have excellent interpersonal and communication skills. They should also have demonstrated superior job skills at their current levels, although their abilities to accomplish anticipated tasks at their new level should be estimated. An employee should also have a demonstrated sense of loyalty and commitment to the department as a whole and to the field of law enforcement.

Integrity versus Seniority

Dee Hock, founding CEO of Visa International and an expert in the area of leadership and management, recommends the following: "Hire and promote first on the basis of integrity; second, motivation; third, capacity; fourth, understanding; fifth, knowledge; and last and least, experience."¹ Hock goes on to explain that each area builds on the next. His statement is inconsistent with the historical police practice of promotion and selection for special assignment based on years of service. Police agencies are notorious for placing heavy emphasis on seniority, as illustrated by badge numbers, hash marks, years of service bars, and seniority used in shift selection and signing up for vacation. The fact is seniority should be the last thing considered when reviewing candidates for positions. The best practice regarding years of service is to use it as a deciding factor if all other factors are equal. It may be difficult to move away from this practice of emphasis on years of service, but using other standards will result in a stronger command staff with better leadership abilities.

When considering a candidate for a new position, there will be many temptations to promote certain individuals for the wrong reasons. Police administrators should move forward cautiously and consider all of the various factors involved in selection for a position. Once it is established that basic rules and policies have been adhered to and documents have been gathered regarding the employee's work history, the focus should be on the attitude of the individual, demonstrated ability to work toward departmental goals, experience in problem solving and program development, and anticipated fit for the job vacancy. Is this the person who exemplifies the best employee and who will be able to develop into a future leader of an agency? This is the essential question. ❖

Note:

¹Ed Michaels et al., *The War for Talent* (Boston: Harvard Business School Press, 2001), 83.

Examining the Effect of Policy Change

A Taser is a brand-name electroshock weapon that disrupts voluntary control of muscles. It is the policy of *Police Chief* magazine not to publish articles that appear to promote a particular product. The brand name is used in this article, however, because the evaluation is Taser-specific. Use of this brand name does not imply *Police Chief* endorsement.

Electronic control devices have been used by the police since the 1970s, and their use is burgeoning as technology has improved. Data reveals that these devices are beneficial for controlling non-compliant suspects while preventing serious injuries, and rarely has their use resulted in death. Much of the public controversy surrounding these weapons centers on when and how often officers use the devices.

This article discusses the findings of a study examining the effect of organizational policy changes within the use-of-force continuum on Taser usage in a single police agency. The policy change raised the level of suspect resistance required for electronic control weapon deployment from passive resistance to active physical resistance. Data from 890 use-of-force encounters during a two-year period were analyzed to determine if changes in organizational policy have affected use of this weapon, levels of suspect resistance, and injuries of officers and suspects. The findings support the following: after the policy change, the frequency of Taser use by officers decreased and the levels of suspect resistance encountered by officers increased. Likewise, the frequency of suspect injuries decreased and the number of officers injured in use-of-force encounters increased slightly. These results are valuable as empirical data for discussion and add to the growing literature on the use of electronic control weapons as a less-lethal use-of-force alternative.

The Problem Statement

The issue of police use of force remains a topic of intense debate and continued public

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scrutiny. Police officers are one of the most visible arms of government, and they are entrusted with substantial authority and discretion.¹ They are the only members of society legally authorized to take life or inflict serious injury to preserve order and enforce the law.² The public's perception of law enforcement's ability to control crime while maintaining high levels of accountability and ethical standards is often framed around the use of force by police. During the past few decades, several incidents of excessive use of police force have garnered local, national, and international media attention. These incidents have cast police in a negative light and have altered the public's perception of police use-of-force judgment.

Police leaders have most often looked to technology to address public concerns resulting from police-citizen confrontations that require use of force. The technologies typically sought are less-lethal alternatives to the more traditional means of controlling suspects; these technologies include impact weapons or weaponless tactics.³ One of these alternatives is the electronic control device. Electronic control devices encompass a wide range of weapons that rely on electrical shock to incapacitate combative and or noncompliant suspects. These include stun guns, stun belts, electronic control weapons, and Tasers.⁴ These weapons are the latest developments in a succession of less-lethal products developed and employed by the police and the military.⁵

The use of electronic control devices by police has been the subject of considerable debate and scrutiny since their introduction as a less-lethal weapon in the late 1970s.⁶ This controversy has been revitalized with the introduction of a newer generation of weapons in the late 1990s. These weapons are more powerful and have been deployed extensively by police agencies across the United States and abroad.⁷ The use-of-force continuum is the mechanism that guides police use of force and establishes what level of resistance must be present before various use-of-force methods can be employed.⁸ The interpretation of what excessive force is in a given situation often is based on the placement of use-of-force methods on a particular agency's use-of-force continuum (see table 1).

In an attempt to mitigate public concerns and guide officers on proper electronic control weapon use, many agencies have changed their use policies based on the level of suspect resistance encountered. After the introduction of newer and more powerful electronic control devices, many agencies integrated their deployment into the use-of-force continuum at a level to be used when suspects were only passively resisting the actions of the officer.⁹ The use of electronic control weapons in these low-intensity situations led to considerable media attention and public controversy.

In response to this scrutiny and to mitigate citizen complaints, many police agen-

Table 1: Use-of-Force Continuum

Suspect resistance	Officer use of force
1. No resistance	1. Officer presence
2. Verbal noncompliance	2. Verbal commands
3. Passive resistance	3. Hands-on tactics, chemical spray
4. Active resistance	4. Intermediate weapons: baton, Taser, strikes, nondeadly force
5. Aggressive resistance	5. Intermediate weapons, intensified techniques, nondeadly force
6. Deadly-force resistance	6. Deadly force

Adapted from the Orlando, Florida, Police Department's Resistance and Response Continuum

Figure 1: Timeline for Archival Data Analysis



cies increased the required level of resistance by suspects to warrant use of this device from passive resistance to active physical resistance (see table 2). To date, no research has been conducted to determine the effect this use-of-force policy change has had on Taser deployments.

A Brief History

Taser is an acronym for Thomas A. Swift Electric Rifle, named after Tom Swift of the popular American children's adventure series of the 1920s and 1930s.¹⁰ Electronic control weapon technology has been used by law enforcement agencies since 1974.¹¹ The device was invented by Jack Cover, a NASA scientist who had experimented with electricity as a nondeadly weapon during the 1960s. Cover discovered that immediate incapacitation almost always occurred with no other direct negative side effects when Tasers were applied to human beings in short duration.¹²

The newest generation of electronic control weapons has been modified significantly to address design flaws and to improve reliability and effectiveness.¹³ The latest models feature a nitrogen gas propulsion system that fires two darts from a maximum distance of 21 feet, at 200–220 feet per second. The probes impact and penetrate one-fourth of an inch into clothing or bare skin, delivering 10–20 pulses per second of 50,000 volts of electrical shock. The recipient feels a series of shocks, which causes an interruption of the recipient's neuromuscular messages and causes muscle contractions.¹⁴ These shocks leave the recipient dazed and unable to either aggress or resist the actions of the deploying officer.

There is a limited body of research on the use and effects of electronic control devices. The majority of research focuses on their effectiveness and on how frequently they are deployed in use-of-force encounters.¹⁵ The available data on the use of electronic

control devices by police suggest that their use is beneficial at controlling noncompliant suspects without inflicting serious injury, and rarely have their use resulted in death.¹⁶ A review of current literature supports the effectiveness of electronic control weapons as a less-lethal alternative, although there are no current studies that examine the effect that use-of-force organizational policy changes can have on their use.

Much of the public controversy surrounding electronic control devices focuses on when and how often officers should deploy them.¹⁷ Various studies have been conducted on this device's use by police and its effectiveness as a less-lethal use-of-force method.¹⁸ To date, there are no studies that focus on organizational policy and how a change in electronic control device placement on the use-of-force continuum influences the weapon's use and suspect injuries. Undoubtedly, this research has significant policy implications in the use of less-lethal alternatives by the police and subsequent political and media scrutiny.

Study Methodology

The Orlando Police Department (OPD), in Orlando, Florida, was the site selected for this research. OPD was chosen because of its size, the length of time its officers have been using Tasers, and the change in its policy regarding this weapon's placement on its use-of-force continuum. The agency's staffing as of 2005 was approximately 706 sworn police officers, or 3.2 officers per 1,000 residents. The city of Orlando occupies approximately 110 square miles in central Florida. The population in 2005 was 217,567 residents with a daily service population of approximately 320,000. Orlando experienced significant growth from 1996 to 2005 with the population increasing 17 percent, or by 44,445 new residents, during that period.¹⁹ Orlando is also one of the most popular tourist destinations in the world,

with 36 million people a year visiting the area's theme parks and attractions.

Taser use-of-force data retrieved from defensive tactics forms during the identified study periods were examined. The OPD requires the completion of a defensive tactics form by the first-line supervisor after each electronic control device deployment by an officer. The content of the form is reviewed by multiple managers, and copies are sent to the Internal Affairs and Training sections. The use-of-force report form requires the supervisor to document the level of resistance offered by the suspect and the level of force used to compel the suspect into compliance.

During the two study periods, OPD officers recorded 890 use-of-Taser incidents. The policy change that increased the level of resistance that must be present to authorize deployment was made in June 2004. The change was made in an effort to mitigate the use of electronic control devices in low-intensity encounters. Moreover, the OPD reports that 93 percent of the 523 Taser deployments from June 2003 to June 2004 were used on suspects offering active resistance. The policy change raised the authorized level of resistance from passive resistance to active resistance. Effectively, this means that suspects must be actively resisting the actions of the officer—by pulling away or fleeing, not just passively resisting—for an electronic control device to be deployed. Use-of-force data from one year before and one year after the change in policy were examined to determine what effect, if any, the policy change had on the frequency of electronic control weapon use and suspect and officer injuries in use-of-force encounters (see figure 1).

Results of Current Study

An examination of use-of-force data reveals that after the policy change, which raised the level of resistance on the use-of-force continuum for deploying Tasers, the frequency of electronic control device use by Orlando officers decreased by 29 percent, from 523 to 367 deployments (see table 3).

Conversely, the police service indicators of calls for service and arrests increased while the total reported incidents of use of force decreased during the research periods. During the pretest period, OPD officers handled 337,470 calls for service; made 19,267 arrests; and used all types of authorized force in 707 incidents. This includes the use of pepper spray, tactical baton, and weaponless tactics such as strikes and takedowns.

Table 2: Levels of Resistance Defined

Passive Resistance	The subject fails to obey verbal direction, preventing the officer from taking lawful action.
Active Resistance	The subject's actions are intended to facilitate an escape or prevent an arrest. The action is not likely to cause injury.
Aggressive Resistance	The subject has battered or is about to batter an officer, and the subject's action is likely to cause injury.
Deadly-Force Resistance	The subject's actions are likely to cause death or significant bodily harm to the officer or another person.

Adapted from the Orlando, Florida, Police Department's Resistance and Response Continuum

Table 3: Taser Use

	Pretest	Posttest	Change
Taser Use			+/- %
Taser Deployments	523	367	-29

During the posttest period, OPD officers handled 383,567 calls for service; made 19,770 arrests; and used force in 572 encounters (see table 4).

Using the police service indicators in table 4 to answer the question of the effect of an organizational policy change on electronic control weapon use is warranted based on the fluctuation in the crime rate and accompanying police activity used to counter it during the analysis periods. An examination of Uniform Crime Report (UCR) data for Orlando during the periods of analysis reveals a 3 percent reduction in the index crime rate per 100,000 populations between 2003 and 2004. It is important to note that only the six months from June 2003 through December 2003 are included in the analysis period. The change in index crime rate between 2004 and 2005 indicates a 3.5 percent increase.²⁰ The analysis period ended in June 2005. These data are three such measures of that activity and are used to demonstrate the overall increase in police activity during the study periods. The effect of this level of police activity must be considered when

examining the effect of electronic control device use during the study periods.

During the pretest period, 523 Taser deployments were recorded in use-of-force encounters by officers. The number of electronic control device deployments during the posttest period was 367, indicating that the number of deployments dropped by 156 actual uses or 29 percent. It is interesting to note that the total number of use-of-force by officers also decreased by 135 incidents, or 19.1 percent, from 707 to 572 in the pretest and posttest periods. The data indicate the posttest decrease in electronic control weapon deployments parallels the posttest decrease in use-of-force incidents in this study.

Suspect Injuries

A certain frequency of injury to suspects is unavoidable given the nature of use-of-force encounters. Use-of-force policies attempt to mitigate these injuries by balancing the safety of officers who must protect themselves and the public with the well-being of suspects who resist or become combative. One of the principal concerns of both the police and the public is the reduction of injuries to suspects in use-of-force encounters. The policy change that is the focus of this study attempts to achieve this balance by altering the required level of suspect resistance required for electronic control device use on the use-of-force continuum.

Another significant issue examined in this study is the effect of use-of-force policy changes on the frequency of suspect injuries. It would seem intuitive that if the required level of suspect resistance increases, so should the frequency of injuries incurred by suspects. However, the frequency of injury to suspects after the policy change decreased by 31.5 percent. Analysis of the data indicates that the difference in the percentages of suspect injury in the pretest and posttest groups was not statistically significant when compared to the total sample. This finding supports that the policy change reduced the frequency of electronic control weapon use overall and also reduced the number of suspects injured (see table 5).

Officer Injuries

One of the primary concerns of police administrators is the safety of officers in use-of-force encounters. It would be expected that after the change in policy regarding placement of electronic control devices at a higher level on the use-of-force continuum, the number of injuries to officers would increase, since the organization is limiting the available options for dealing with potentially dangerous suspects. This issue is not only pertinent from a leadership perspective but also as a prudent business practice by reducing workers' compensation claims and maintaining staffing levels.

The purpose of the policy change was to reduce electronic control weapon use in low-intensity or passive resistance encounters. The findings indicate that following the policy change, the number of officers injured increased by 12.5 percent (see table 6). While this number is not statistically significant, it does indicate an increase in the percentage of officers injured. It is important to note that when examined in light of the overall reduction in electronic control weapon use, this finding would seem to support that the policy did not adversely affect officer safety. Clearly, officers were involved in more violent encounters in the posttest group and therefore were at more risk for injury. These findings demonstrate that the policy did achieve the desired result of mitigating electronic control device use and preserving the safety of officers and suspects in use-of-force encounters.

Levels of Suspect Resistance

Overall, the levels of suspect resistance encountered by officers after the policy change increased. This is to be expected, given the nature of the policy change. However, some of the use-of-force data indicate that in the active resistance category, which is the initial level of resistance when electronic control weapon deployment would be authorized, the levels of suspect resistance decreased by 33 percent. This would seem to indicate reduced levels

Table 4: Total Police Activity

	Pretest	Posttest	Change
Police Activity			+/- %
Calls for Service	337,470	383,567	+13.6
Arrests	19,267	19,770	+2.6
Total uses of force	707	572	-19.1

Table 5: Frequency of Suspect Injuries

	Total Sample Number		Pretest Number		Posttest Number		Change
Suspects Injured	%		%		%		+/- %
No	243	27.3	139	26.6	104	28.3	
Yes	647	72.7	384	73.4	263	71.7	-31.5
Total	890	100.0	523	100.0	367	100.0	

Table 6: Frequency of Officer Injuries

	Total Sample Number		Pretest Number		Posttest Number		Change
Officers Injured	%		%		%		+/- %
No	839	94.3	499	95.4	340	92.6	
Yes	51	5.7	24	4.6	27	7.4	+12.5
Total	890	100.0	523	100.0	367	100.0	



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Table 7: Levels of Suspect Resistance

	Total Sample Number		Pretest Number		Posttest Number		Change
		%		%		%	+/- %
Passive Resistance	46	5.2	38	7.3	8	2.2	-78.9
Active Resistance	713	80	427	81.6	286	77.9	-33
Aggressive Resistance	126	14.2	57	10.9	69	18.8	+21
Deadly Force	5	0.6	1	0.2	4	1.1	+300
Total	890	100.0	523	100.0	367	100.0	

of force on the lower end of the use-of-force continuum. Conversely, in the higher use-of-force categories, resistance levels increased. In the aggressive resistance category, suspect resistance increased by 21 percent, and in the deadly force category, the level of resistance increased by 300 percent (see table 7). These findings indicate higher levels of resistance in the more violent and dangerous categories of encounters after the policy changed. This supports that as use-of-force incidents develop, resistance levels noticeably increase once suspects escalate beyond passively resisting the actions of the officer and initiate active or aggressive physical resistance.

Note: An examination of data on the level of suspect resistance reveals that in eight incidents in the posttest group (after the change in policy), suspects were resisting at a passive level of resistance when a Taser was deployed. This would seem to indicate that the use of electronic control devices in these incidents violated the agency policy. The incident data reveal that seven of the eight events occurred within four weeks of the policy change. This may indicate that some officers had not yet adjusted to the policy change or that a training issue could be to blame.

Implications for Police Policy Makers

The use-of-force continuum and the policies that guide its use are the mechanisms used by many police agencies to manage use-of-force encounters.²¹ The policies that guide electronic control weapon use and, more specifically, the use-of-force continuum attempt to balance the competing values of the safety of the public, including suspects, and the safety of police officers. This study reveals four key findings:

1. Taser use and use-of-force incidents declined after the policy change, while police service indicators increased.
2. Injuries to suspects slightly decreased after the policy change.
3. Injuries to officers slightly increased after the policy change.
4. The level of suspect resistance increased after the policy change.

These findings indicate that, by changing the placement of electronic control

devices on the use-of-force continuum, the balance of safety for suspects and officers was essentially unchanged. In essence, the policy change had no statistically significant effect on the frequency of injuries to either suspects or officers. This finding is important for police administrators who may be facing similar policy decisions related to electronic control weapon use or any police use-of-force issue. These findings support that, if properly structured and implemented, organizational policies can be effective at mitigating electronic control device use without sacrificing the safety of the public, including suspects or police officers. Police officers are the front line of defense in an increasingly violent and changing world. The use of force by police remains a topic of debate and public scrutiny. Police leaders must constantly reevaluate and examine use-of-force policies and practices to meet the needs of the public and maintain the highest ethical and professional standards. Research into the implications and the effects of use-of-force policies provides the background for empirically based decisions that instill public confidence in the police and balance the safety of the public and the police officers. ♦

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²¹William Terrill, *Police Coercion: Application of the Force Continuum* (New York: LFB Scholarly Publishing, 2001).

General Information



Full registration to IACP 2010 is limited to IACP members, their nonmember guests, family members, and exhibitors. IACP 2010 is not open to the general public.

Registration Information for Delegates

Registering for IACP 2010 in Orlando, Florida is easy!

REGISTER ONLINE NOW!

Go to www.theiacpconference.org and click through the Attendee tab to begin the process. Be sure to have your member number (or sponsoring member's number) along with your credit card in order to complete the registration. Beginning September 2, only online registrations will be accepted and higher registration fees will apply – register now for the best rate! Online registration is open through the conference.

REGISTER ON-SITE, Starting Friday, October 22, 2010 at 1:00 p.m., you may register on-site at the Orange County Convention Center, 9800 Universal Boulevard, Orlando, Florida, USA.

Our registration rates have remained the same for over five years! IACP 2010 registration rates:

Category	Registration Rate <i>On-site & online only</i>
----------	---

IACP Member*	\$350
First Time IACP Member**	\$275
Nonmember	\$575
Family Member* +	\$125
Children Under 18*	FREE
Exhibits Only Pass	FREE
Day Pass for Law Enforcement Personnel	\$50

* Full conference registration rate includes access to all general assemblies, workshops, receptions, Expo Hall, and IACP's Host Chief's Night. First Time Member rate must be taken at the time of initial registration (no refunds).

+ Family refers to spouse or family member, not a business associate or fellow law enforcement colleague. Only the family member's name, city, and state will appear on his or her badge. Family members do not receive certificates for workshops.

** Read about all our registration categories online at www.theiacpconference.org

First Time IACP Member discount must be taken at the time of initial registration.

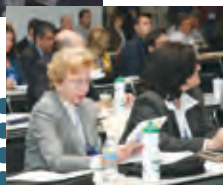
Cancellation and refund requests must be made in writing. Refunds will be assessed a penalty (\$50 before 9/30/10 and \$75 between 10/1/10 and 10/20/10). No refunds will be issued on or after 10/21/10 or for no-shows. For the complete refund policy, please visit www.theiacpconference.org. By submitting your registration form, you agree to the cancellation/refund policy.



Membership

Join the IACP online now and Save! Join online with a credit card and take advantage of the First Time IACP Member registration fee of \$275 – a savings of 38% off the nonmember rate. Those joining online will need to wait up to 2 business days before submitting their conference registration online.

Law enforcement professionals at every level can qualify for membership in the IACP. Those in sworn command-level positions qualify for active membership; others may be eligible for associate membership. See the IACP Web site for details.



For complete information regarding registration,
registration category definitions, detailed explanations
of ways to register, and refund policy, go to

www.theiacpconference.org
800-THE-IACP

HOUSING RESERVATION FORM

Please submit form to:

Travel Planners Inc./IACP
381 Park Avenue South
New York, NY 10016, USA
Phone: 877-IACP-123 (877-422-7123) or 212-532-1660
Fax: 212-779-6128

Receive your hotel confirmation
instantly by booking online at
www.theiacpconference.org

HOTEL CHOICE:

1. _____
2. _____
3. _____
4. _____
5. _____

Arrival date _____

Departure date _____

ROOM TYPE:

- ☐ Single (1 person/1 bed) ☐ Triple (3 people/2 beds)
☐ Double (2 people/1 bed) ☐ Quad (4 people/2 beds)
☐ Twin (2 people/2 beds)

SUITE REQUEST:

- ☐ Parlor and one bedroom ☐ Parlor and two bedrooms

Note: All suite requirements will be subject to approval by IACP.

SPECIAL REQUIREMENTS:

- ☐ If you have any disabilities that require special facilities in your sleeping room, please check here.
Someone will contact you to discuss further.

Frequent Guest Program

Hotel _____

Account number: _____

NAME(S) OF OCCUPANT(S):

1. _____
2. _____
3. _____
4. _____

MAIL CONFIRMATION TO:

Name _____

Agency/Organization _____

Mailing Address _____

City _____

State _____ Zip/Postal Code _____

Country _____

Phone _____ Fax _____

E-mail _____

RESERVATION DEADLINE: SEPTEMBER 3, 2010

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 5 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 3, 2010.

Confirmation will be e-mailed, 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.

PAYMENT:

- ☐ **Check** enclosed for one night's deposit.
(Check should be made payable to Travel Planners Inc. payable in U.S. funds.) Mail full payment with completed form to:

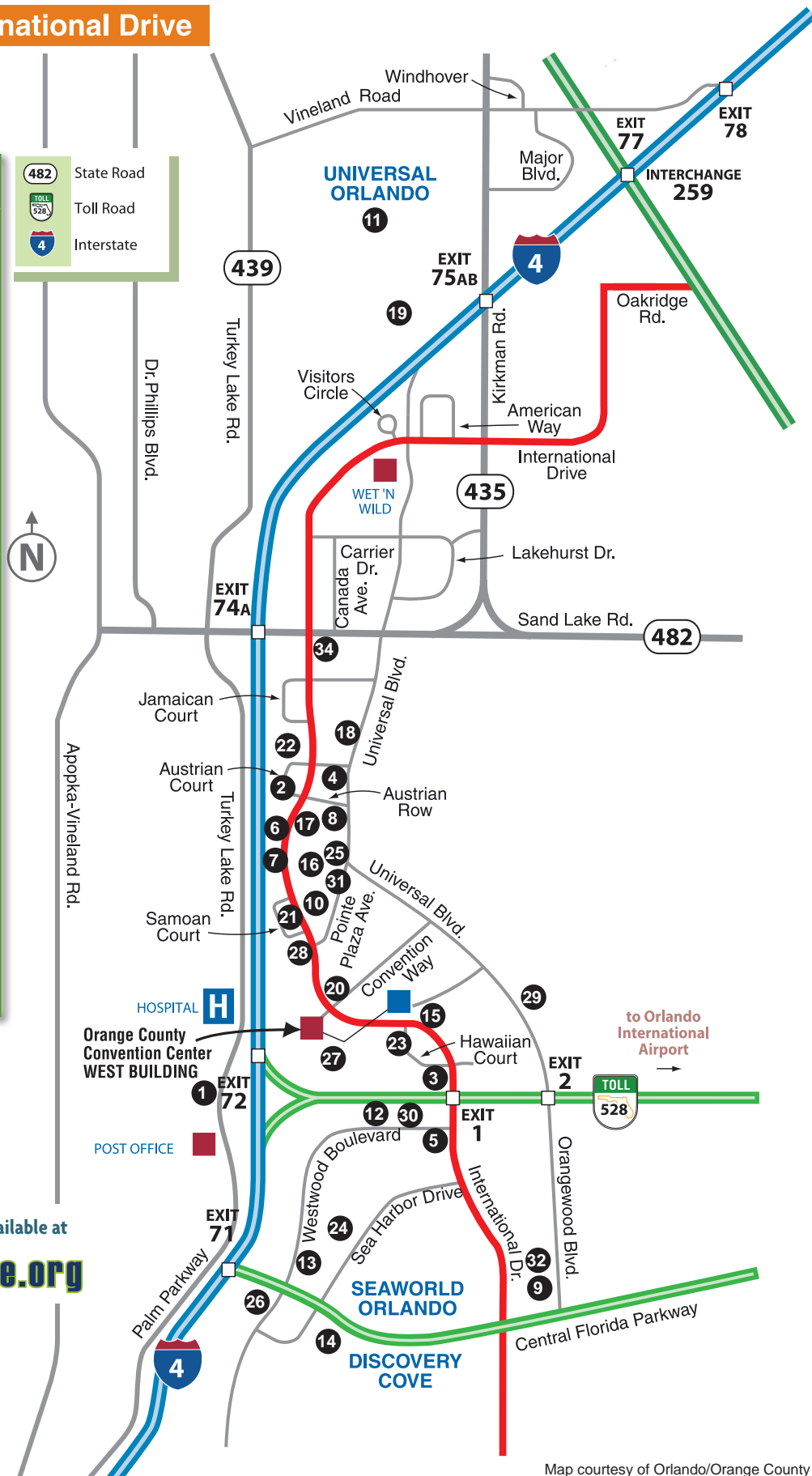
Travel Planners Inc./IACP
381 Park Avenue, South
New York, NY 10016, USA

- ☐ **Credit Card** reservation will be made online at www.theiacpconference.org or by calling 877-IACP-123.

HOTEL MAP

International Drive

Hotel	Dist to Conv Center	Hotel Rate
1. Comfort Suites	4.2 miles	\$79
2. Courtyard Marriott Int'l Dr	1.5 miles	\$139
3. Days Inn Convention Ctr.	1 mile	\$79
4. Doubletree Castle	1.3 miles	\$135
5. Doubletree Orlando	1.6 miles	\$99
6. Econo Lodge	1.6 miles	\$49
7. Embassy Suites Orlando	1.2 miles	\$195
8. Extended Stay	1.2 miles	\$115
9. Fairfield Inn & Suites	2 miles	\$89
10. Hampton Inn Conv. Ctr.	1.1 miles	\$99
11. Hard Rock Hotel	4.7 miles	\$199
12. Hawthorn Suites Orlando	1.7 miles	\$119
13. Hilton Garden Inn Seaworld	2 miles	\$129
14. Hilton Grand Seaworld	1.9 miles	\$109
15. Hilton Orlando	.8 miles	\$221
16. Homewood Suites by Hilton	1.1 miles	\$145
17. Hyatt Place Conv. Ctr.	1.1 miles	\$149
18. La Quinta Inn & Suites	1.5 miles	\$108
19. Loews Royal Pacific	3.4 miles	\$179
20. Peabody Orlando	.1 miles	\$234
21. Quality Inn Plaza	.9 miles	\$69
22. Radisson Orlando	1.5 miles	\$99
23. Red Roof Inn	.7 miles	\$72
24. Renaissance Seaworld	2 miles	\$215
25. Residence Inn Conv. Ctr.	1.1 miles	\$139
26. Residence Inn Seaworld	2 miles	\$128
27. Rosen Centre	.1 miles	\$209
28. Rosen Plaza	.7 miles	\$199
29. Rosen Shingle Creek	2.6 miles	\$219
30. Sleep Inn Hotel	1.5 miles	\$85
31. Springhill Suites Conv. Ctr.	1.1 miles	\$129
32. Springhill Suites Seaworld	2 miles	\$99
33. Westin Imagine Orlando	1.9 miles	\$179
34. Wyndham Orlando	2 miles	\$119



Complete registration & housing information available at

www.theiacpconference.org

IACP 2010



October 23-27, 2010 Orlando, Florida

Motorcycle Ride



Join Orlando Police Department Chief Val Demings on a motorcycle ride along canopy back roads of Central Florida! A continental breakfast will be served before "kick stands up" and lunch will be provided along the route. Limited to 150 participants, the ride will begin at 7:30 a.m. on Saturday, October 23, 2010. Registration fee is \$35 and bike rentals are available through Orlando Harley for \$99. The ride will benefit Central Florida Crimeline. Learn more and register at www.strengthenorlando.org. Sponsored by Harris Corporation.

Universal Pursuit 5K Run



Universal Florida is home to the Orlando Police Department's 5K Run on Sunday, October 24, 2010! See the sights as you run through the Wizarding World of Harry Potter, New York City, Jurassic Park, and more! Race begins at 7:00 a.m. with an award presentation at 8:00 a.m. Open to the public, the first 750 registrants will receive Brooks dri-fit shirts. Registration fee is \$30 and transportation will be provided. Race will benefit Florida Special Olympics. Learn more and register at www.strengthenorlando.org. Sponsored by Harris Corporation.

Golf Outing



Disney's Palm and Magnolia golf courses, home to PGA Tournament Children's Miracle Network Classic, will provide an exciting day of golf, with gorgeous views and the fun of Disney! A continental breakfast, buffet lunch, and drinks will be provided. Tee off at 8:00 a.m. on Sunday, October 24, 2010. Transportation provided from the Orange County Convention Center. Registration fee is \$160 per person (golf club rental available for \$25). Tournament benefits the Boys and Girls Club. Learn more and register at www.strengthenorlando.org. Sponsored by Harris Corporation and SRA.

Companion Activities

The Orlando Police Department has two great events to offer companions this year! Sunday, October 24: Check out Dolphins, Manatees, and Gators, Oh My!, which involves a ride on a 50 passenger pontoon boat on the Banana River followed by a ride on a 15 passenger airboat to look for alligators on the American Heritage and St. Johns Rivers; cost is \$103.50/adult and \$93.25/child. Tuesday, October 26, offers a trip to Kennedy Space Center where you will have an opportunity to tour launch and landing facilities, experience live shows and jaw dropping encounters with massive rockets, cost is \$66.60/adult and \$56.50/child. Both tours include transportation. Go to www.strengthenorlando.com for details and more information!



Welcome sign and golf course images courtesy of Orlando/Orange County Convention & Visitors Bureau, Inc.®



117TH ANNUAL IACP

Conference Banquet

ORDER NOW
to Reserve Your Seat!



October 23-27, 2010 Orlando, Florida

WEDNESDAY, OCTOBER 27, 2010
THE PEABODY ORLANDO

9801 International Drive Orlando, Florida 32819

Pre-Banquet Reception 6:00 p.m. - 7:00 p.m.
Banquet 7:00 p.m. - 11:00 p.m.

Join us for the IACP Annual Banquet featuring the formal swearing-in of the president and board of officers.

Annual Banquet Ticket: U.S. \$75.00 per person – tables seat 10 people. Orders are on a first-come, first-served basis and seating is limited. All pre-orders must be made on or before October 13, 2010. After that, all orders must be made on-site at the Orange County Convention Center in the registration lobby. All cancellations must be via e-mail (annualbanquet2010@theiacp.org) by October 22, 2010.

PLEASE COMPLETE THE FOLLOWING REQUIRED INFORMATION TO PLACE YOUR ORDER

Name _____

IACP Membership Number _____ Agency _____

Address _____

City _____ State _____ Zip _____

Phone _____

E-mail address _____

Number of Tickets _____ x U.S. \$75.00 = \$ _____

Payment by Check

Make checks payable to IACP (U.S. dollars, drawn on U.S. banks only) and mail full payment (NO CASH) with completed form to:
Carrie Corsoro, 515 North Washington Street, Alexandria, VA 22314.

Payment by Credit Card To make a secure online payment please visit www.theiacpconference.org, or complete and return the form below.

Type of Card ☐ Visa ☐ MasterCard ☐ AMEX ☐ Discover

Account Number _____ Exp. Date _____

Cardholder's Name _____

Cardholder's Address _____

City _____ State _____ Zip _____

Cardholder's Signature _____

Questions?

Contact the banquet
ticket coordinator at
annualbanquet2010@theiacp.org or
800-THE-IACP x392.

**Fax Completed
form to
703-836-5386**



October 23-27, 2010 Orlando, Florida



Thank You IACP
2010 Sponsors!

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High performance. Delivered.

3i:MIND

Silver



CrimeReports®

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SAIC
From Science to Solutions

Defica NetReveal®
DISCOVER HIDDEN NETWORKS

COLUMN
Case Management
CONNECT • AUTOMATE • SIMPLIFY • ENABLE



Adobe

Bronze



FEDERAL SIGNAL



Online Information Services

Raytheon

Twaron®

The power of Aramid

American Heart
Association
Learn and Live

Information
Builders



Adventos
www.adventos.com

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Memex
A SAS COMPANY

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Aisle Signs



IACP's Host Chief's Night



at&t

Your world. Delivered.



Registration Area



Conference Bags



Badge Holders



Conference Shuttles



Cyber Café



Onsite Guide

General Services Administration
Horace Small
National Shooting Sports Foundation
New World Systems
SRBL Architects

Notepad/Pen



Solutions Presentation Theatre

Session Schedule

Sunday, October 24

11:00 AM	5.11 Tactical Series
12:00 PM	Forensic Technology, Inc.
1:00 PM	BlackBerry by Research in Motion
2:00 PM	Architects Design Group
3:00 PM	ShotSpotter
4:00 PM	Motorola

Monday, October 25

11:00 AM	McClaren, Wilson & Lawrie, Inc
12:00 PM	BlackBerry by Research in Motion
1:00 PM	American Heart Association
2:00 PM	Federal Signal Corporation
3:00 PM	ESRI

Tuesday, October 26

11:00 AM	BlackBerry by Research in Motion
12:00 PM	5.11 Tactical Series

For information on the IACP Sponsorship Program or Solutions Presentation Theatre sessions, please contact Karissa Jacobs at (530) 520-6933 or visit our website at

www.theiacpconference.org

SATURDAY, OCTOBER 23, 2010

Hilton Orlando | 6001 Destination Parkway | Orlando, FL

Hosted Reception:
6:30 pm – 7:30 pm

Dinner & Speaking Program:
7:30 pm – 10:00 pm

*Black-tie
optional*

Join us at the **IACP Foundation's** **Fourth Annual Fundraising Gala**

In conjunction with the IACP's 117th Annual Conference

All proceeds from this event will benefit the initiatives of the IACP Foundation. The Foundation responds to the needs of today's law enforcement leaders through programs such as the Center for Police Leadership, the Law Enforcement Business Fellowship, Professional Development opportunities, the SELECT Scholarship Program, and several no-cost training tools.

CORPORATE SPONSORSHIPS & TABLES OF 10

Gold Level: \$10,000
Silver Level: \$5,000
Bronze Level: \$3,000

INDIVIDUAL TICKETS

Available for \$200 each

To purchase tickets, please contact Foundation Director Patricia Casstevens at Casstevens@theiacp.org or 800.843.4227 x367 or visit the IACP website at www.theiacp.org and click on the Orlando Conference logo.

Dinner Sponsor

With sincere thanks for four years of dedicated support as Dinner Sponsor.

LOCKHEED MARTIN

We never forget who we're working for®

SIG SAUER

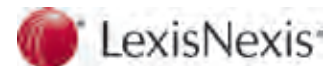
Special thanks to our friends at Sig Sauer for their donation of a commemorative, collectible firearm from the 117th IACP Conference, to be included in the Foundation's Silent Auction. (Firearm will be displayed in Sig Sauer's booth in the Exhibit Hall.) Make sure you stop by the Auction and see how you can support the Foundation!

**POINT
EMBLEMS**

Many thanks to Point Emblems for their design and creation of outstanding challenge coins.

Please join these committed corporate partners who have already purchased tables for the Gala. They know the value of Moving Leaders Forward!

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intrado®

Silver Sponsors



accenture
High performance. Delivered.



Bronze Sponsors



**Dan
Rosenblatt**

LEIM Section of the IACP

Deloitte



the **FOUNDATION**
Moving leaders forward.

www.theiacpfoundation.org

The IACP Foundation is a not for profit 501 (c) 3 organization established to solicit, receive, administer and expend funds for law enforcement related charitable and educational purposes. Donations may be tax deductible, please check with your personal tax advisor. Federal Tax ID # 54-1576762.



the **FOUNDATION**
Moving leaders forward.

IACP Foundation's Fourth Annual Fundraising Gala

SATURDAY, OCTOBER 23, 2010

HILTON ORLANDO

6001 DESTINATION PARKWAY | ORLANDO, FL

HOSTED RECEPTION: 6:30–7:30 pm

DINNER & SPEAKING PROGRAM: 7:30–10:00 pm

CORPORATE SPONSORSHIPS AND TABLES OF 10:

Gold Level: \$10,000

Silver Level: \$5,000

Bronze Level: \$3,000

INDIVIDUAL TICKETS:

\$200 per person

Tables seat 10 people. Orders are on a first-come, first-served basis and seating is limited.
Black tie optional

PLEASE COMPLETE THE FOLLOWING REQUIRED INFORMATION TO PURCHASE TICKETS

Name _____

(If applicable) IACP Member No. _____ Agency _____

Address _____

City _____ State _____ Zip _____

Phone _____ Fax _____

E-mail Address _____

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

Additional names _____

Questions?

**Contact Foundation Director
Patricia Casstevens at
Casstevens@theiacp.org
or 800-THE-IACP x367.
Fax completed form to
703-836-4743.**

Payment by check

Make checks payable to IACP Foundation (U.S. dollars, drawn on U.S. banks only) and mail full payment (NO CASH) with completed form to:
IACP Foundation, Patricia Castevens, 515 N. Washington St. Alexandria, VA 22314

Payment by credit card

Type of card: ☐ Visa ☐ MasterCard ☐ American Express ☐ Discover

Account number _____ Exp. Date _____

Cardholder's Name _____

Cardholder's Address _____

City _____ State _____ Zip _____

Cardholder's Signature _____

The IACP Foundation is a not for profit 501 (c) 3 organization established to solicit, receive, administer and expend funds for law enforcement related charitable and educational purposes. Donations may be tax deductible, please check with your personal tax advisor. Federal Tax ID # 54-1576762.

Project TIPLINE: A Free Software Application for Law Enforcement

By G. Matthew Snyder, Homeland Security/Law Enforcement Program Manager, SPAWAR Atlantic-Advanced Law Enforcement Technology Branch, Charleston, South Carolina; and Joey Pomperada, Engineer, SPAWAR Atlantic-Advanced Law Enforcement Technology Branch, Charleston, South Carolina

Citizens report tips to law enforcement agencies on a regular basis, whether it is to document an unfamiliar vehicle in the neighborhood or to report on a suspicious activity. Law enforcement officials are frequently able to use these tips to aid in their routine investigations and also in high-profile investigations. High-profile cases are unique in the sense that they typically generate a large number of tips during a short period of time. These high-profile cases often present significant challenges to law enforcement agencies and are further complicated when multiple agencies and jurisdictions are involved in the gathering and the analysis of tips. In most cases, the success of an investigation is dependent upon an agency's ability to act quickly on a tip to make an apprehension or locate a missing person. When the agency receiving the tip and the agency acting on a tip are separate, inherent delays are often difficult to overcome. These challenges are not unique to large or small agencies; they are experienced by all agencies alike.

To address the problems associated with tip management and analysis, the United States Department of Justice, National Institute of Justice (NIJ) and the Department of the Navy, Space and Naval Warfare (SPAWAR)

Systems Center Atlantic developed a free software application named Project TIPLINE. The impetus for Project TIPLINE was the well-publicized "D.C. Sniper" investigation in 2002. That sniper case spanned the District of Columbia, Maryland, and Virginia and involved dozens of law enforcement agencies working under tremendous pressure to make an immediate apprehension of the shooters. The Project TIPLINE application was specifically designed to expedite the process of converting tips to actionable information in a multijurisdictional environment. The benefits of the application are now available for individual agencies to implement for managing small-volume, routine tips and large-volume, major incident-related tips.

Project TIPLINE was developed by Dr. Cynthia Lum at George Mason University and based on extensive empirical and operational research. Representatives from Fairfax County, Virginia, Police Department; Manassas City, Virginia, Police Department; and Montgomery County, Maryland, Police Department were involved from concept and design through software testing. From the practitioner perspective, the Project TIPLINE software must be adaptable to any agency that seeks implementation. The software is designed to be used by law enforcement agencies to manage and analyze data for problem solving, citizen complaints, natural disasters, missing person cases, and other critical incidents. It also can be used to collect tips from citizens by hosting the application on the jurisdiction's website.

As a federally funded initiative, the Project TIPLINE software is a free, web-based application. After a tip is submitted via the web, the information is automatically stored in the TIPLINE database and analyses can be performed. A tip that is entered by one agency can be seen immediately by another agency that is involved in the case. This process dramatically reduces barriers to sharing tips

and collating. The Project TIPLINE handbook, included with the software, provides important information that agencies should consider prior to implementing the software, such as instructions for installation and running analyses, considerations for developing standard operating procedures, and training guidelines. SPAWAR also will provide agencies with no-cost technical support to install and manage the application.

Today, Project TIPLINE is being implemented in small, medium, and large jurisdictions across the United States. Agencies that receive and implement the software are finding creative uses for it and are experiencing minimal installation challenges. The Alcoa, Tennessee, Police Department and the San Diego, California, Sheriff's Department recently implemented Project TIPLINE. Experiencing few implementation challenges, both agencies successfully installed the software.

For more information about Project TIPLINE, e-mail Joey Pomperada at ilp.spawar@navy.mil or visit the George Mason University website at <http://gunston.gmu.edu/cebcp/Tipline/About.html>. ♦



IACP Membership Application

International Association of Chiefs of Police
P.O. Box 90976
Washington, DC 20090-0976
Phone: 1-800-THE IACP; 703-836-6767; Fax: 703-836-4543

DO NOT USE

Amount _____

Acct. # _____

CK # _____

MS # _____

I am applying for the following category of membership: ☐ Active ☐ Associate

Name: _____ (Please Print)

Title/Rank: _____

Agency/Business Affiliation: _____

Business Address: _____

City, State, Zip, Country: _____

Residence Address: _____

City, State, Zip, Country: _____

Business Phone: _____ Fax: _____

E-mail: _____

Website: _____

Signature: _____ Date of Birth: (MM/DD/Year) ____/____/____

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

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

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

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

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

Education (Highest Degree): _____

Date elected or appointed to present position: _____

Law enforcement experience (with approx. dates): _____

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

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

Sponsor Name: _____ Membership number: _____

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

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

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

Cardholder's Name: _____

Card #: _____ Exp. Date: ____/____

Cardholder's Billing Address: _____

Signature: _____

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

**For further information on membership benefits and eligibility,
visit the IACP website www.theiacp.org.**

Membership Requirements

Active Membership

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

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

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

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

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

Associate Membership

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

Superintendents and other executive officers of prisons.

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

Prosecuting attorneys, their deputies and deputy sheriffs.

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

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

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

Employees of companies providing services to law enforcement agencies.

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



2010 National Law Enforcement Exploring Conference

Colonel Bill Hitchens, commissioner of the Georgia Department of Public Safety; and Connie Patrick, director of the Federal Law Enforcement Training Center and chairperson of National Law Enforcement Exploring presided over the weeklong 2010 Law Enforcement Exploring Conference, July 19–24, at the Georgia Institute of Technology in Atlanta, Georgia.

More than 35,000 active “explorers” (young adults pursuing training on the purpose, mission, and objectives of law enforcement agencies) exist in 1,662 posts internationally, and 3,000 participants attended this year’s conference. Elected as the National Law Enforcement Exploring Youth Representative during the conference was Kelsey Taylor from Post 521 in Bakersfield, California. Ms. Taylor, a college sophomore, serves from 2010 to 2012 as the youth representative.

The IACP organized the conference career fair and Exploring USA. At the career fair, explorers talk to recruiters from local, state, and federal law enforcement agencies to gather information on career choices. Many of the explorers enter into law enforcement, and those who choose other professions become local leaders in their communities and valuable supporters of the police department.

Exploring USA is an opportunity for posts to share their ideas and demonstrate local programs. Law enforcement exploring posts are deeply involved in crime prevention, community service, and individual projects to improve the overall quality of life in their communities. Using exhibits and demonstrations, the posts share their projects with other explorers.

Throughout the weeklong conference, the explorers participated in individual and team competitions. Events included a non-emergency-vehicle operations course; an air pistol competition; a drill team competition; a best uniform competition; police physical-performance testing; and bike policing. Several marksmanship events held include a 9mm pistol competition; a 9mm slow fire; a 9mm timed fire; and a 9mm rapid fire. Team competi-

tion events included an arrest-and-search event; a bomb threat event; a burglary-in-progress competition; a crime scene search; crime prevention techniques; a domestic crisis event; an emergency field first-aid competition; a hostage negotiation; a shoot/don’t shoot competition; a traffic accident investigation; a traffic stop; and a white-collar crime event.

For more information about the law enforcement exploring program, visit <http://www.learning-for-life.org/exploring/lawenforcement> or call the national office at 1-972-580-2433.

IACP Podcast Series

With podcasting quickly becoming a buzzword in association communication vehicles, the IACP is pleased to publicize its podcast series. The IACP Podcast Series provides online, audio content that is delivered via an RSS feed. Through podcasting, listeners can select the time and the place to listen to the provided content.

Listeners can retain audio archives to listen to at their leisure, and the IACP maintains the series on its website. Recent IACP podcasts include returning combat veterans to law enforcement, improving police response to persons with mental illness, violence against women, building trust between the police and the citizens they serve, and the SACOP SafeShield initiative.

To listen to the IACP podcasts, visit <http://www.theiacp.org/Portals/0/podcasts/IACPPodcastSeries.xml>.

Law Enforcement Congressional Badge of Bravery

Every day, federal, state, and local law enforcement officers engage in exceptional acts of bravery while in the line of duty. Often, such acts place officers at personal risk of injury or result in their sustaining a physical injury. To honor these acts of bravery, Congress passed the Law Enforcement Congressional Badge of Bravery Act of 2008 (Public Law 110-298), creating the Federal Law Enforcement Congressional Badge of Bravery and the State and Local Law Enforcement Congressional Badge of Bravery.

State and local law enforcement officers.

State and local law enforcement officers are eligible for this badge if they are employees of state or local governments that have statutory authority to make arrests or apprehensions; are authorized by the agencies of the employees to carry firearms; are primarily engaged in or supervise the prevention, detection, investigation, prosecution, or incarceration of any person for any violation of law; or are involved in the protection of federal, state, local, or foreign government officials against threats to personal safety.

Federal law enforcement officers. To be eligible for the badge, federal employees must have statutory authority to make arrests or apprehensions; are authorized by the agency of the employee to carry firearms; are primarily engaged in or supervise the prevention, detection, investigation, prosecution, or incarceration of any person for any violation of law; or are involved in the protection of federal, state, local, or foreign government officials against threats to personal safety.

The term “federal law enforcement officer” includes law enforcement officers employed by the Amtrak Police Department or the Federal Reserve System.

The medals are awarded annually by the U.S. Attorney General and are presented by the recipients’ congressional representatives.

To meet the definition of “an act of bravery,” nominees for the Congressional Badge of Bravery must have sustained a physical injury while engaged in the lawful duties of the individual and, while being at personal risk, performing an act characterized as bravery by the agency head that makes the nomination. Officers who have not been injured but who are nominated must have been placed at risk of serious physical injury or death.

To nominate a law enforcement officer to receive the Congressional Badge of Bravery, agency heads submit their nominations to the Congressional Badge of Bravery Office, which is located within the Department of Justice, Office of Justice Programs, Bureau of Justice Assistance.

Either the Federal Law Enforcement Congressional Badge of Bravery Board or the State and Local Law Enforcement Congressional Badge of Bravery Board considers the nominations and then submits a recommendation to the U.S. Attorney General. The nomination period is expected to open on or about December 15, 2010, and close on February 15, 2011. The act of bravery must have occurred during the calendar year immediately preceding the submission deadline for that year's nominations.

When the application period is open, all nominations must be submitted through the online Congressional Badge of Bravery Application System, accessible through the BJA website.

For more information, visit <https://badgeofbravery.ncjrs.gov>.

Law Enforcement Fatalities Surge 43 Percent

After reaching a 50-year low in 2009, the number of U.S. law enforcement officers killed in the line of duty surged nearly 43 percent during the first six months of 2010, according to preliminary data recently released by the National Law Enforcement Officers Memorial Fund (NLEOMF). If the midyear trend continues, 2010 could end up being one of the deadliest years for U.S. law enforcement in two decades.

Preliminary NLEOMF statistics show that 87 law enforcement officers died in the line of duty between January 1, 2010, and June 30, 2010. This compares with 61 officers who were killed during the first six months of 2009—an increase of 42.6 percent.

By June 30, 2010, officer fatalities had already reached 75 percent of the total for all of 2009,

which was 116. That total represented the fewest line-of-duty deaths since 1959.

"It is certainly disheartening that last year's encouraging news on officer fatalities has not continued into 2010," said NLEOMF Chairman and CEO Craig W. Floyd. "These latest figures provide a grim reminder that even with all of the safety improvements that have been achieved in recent decades, our law enforcement officers still face grave, life-threatening dangers each and every day."

He added, "As governments across the country face tighter and tighter budgets, we must ensure that critical officer safety measures such as training, equipment, and personnel are not sacrificed. If our dedicated law enforcement officers are to continue to drive down crime, as they have done so successfully in recent years, then they must have the necessary resources to protect our communities and themselves."

All major categories of officer deaths rose sharply during the first half of 2010, according to the NLEOMF's preliminary data.

Firearm-related deaths increased 41 percent, from 22 during the first six months of 2009 to 31 in the first half of 2010. Six officers this year died in three separate multiple-fatality killings.

The preliminary 2010 law enforcement fatality data were released by the NLEOMF in conjunction with Concerns of Police Survivors Inc. (C.O.P.S.), a nonprofit organization that provides critical assistance to the surviving family members and loved ones of officers killed in the line of duty.

Other preliminary findings from the midyear report include the following:

- Thirty states and Puerto Rico experienced at least one officer fatality during the first six months of 2010. California had the most officer fatalities with nine, including five officers with the California Highway Patrol who died this year. Three states—California, Texas (eight fatalities) and Florida (six fatalities)—accounted for more than one-quarter of all officer fatalities in the first half of 2010. In addition, five federal law enforcement officers have died in the line of duty this year.
- If current trends continue, 2010 will be the 13th consecutive year in which more law enforcement officers are killed in traffic-related incidents than die from any other single cause. Traffic-related incidents—which include automobile and motorcycle crashes, as well as officers struck while outside their vehicles—accounted for more than 48 percent of the fatalities between January 1, 2010, and June 30, 2010. Firearm-related fatalities made up nearly 36 percent, and deaths from all other causes combined accounted for the remaining 16 percent.
- The average age of the officers killed during the first six months of 2010 was just over 40, with an average of 11.3 years of law enforcement service. Eighty-two of the fallen officers were men; five were women.

The statistics released by the NLEOMF and C.O.P.S. are preliminary and do not represent a final or complete list of individual officers who will be added to the National Law Enforcement Officers Memorial for 2010. The NLEOMF 2010 Mid-Year Officer Fatality Report is available at http://www.nleomf.org/assets/pdfs/reports/2010_MidYear_Report.pdf. ♦



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 Timothy Joseph Zurovets
Forest Hill, Texas, Police Department
Date of Death: March 24, 2010
Length of Service: 6 years, 2 months

Deputy Sheriff Ian Michael Deutch
Nye County, Nev., Sheriff's Office
Date of Death: April 26, 2010
Length of Service: 6 years

Pilot Officer Daniel Nava Benavides
San Diego, Calif., Highway Patrol
Date of Death: May 7, 2010
Length of Service: 12 years, 8 months

Agent Mark F. Van Doren
Falfurrias, Texas, U.S. Border Patrol
Date of Death: May 24, 2010
Length of Service: 1 year, 4 months

Trooper Marc K. Castellano
Hamilton, N.J., State Police
Date of Death: June 6, 2010
Length of Service: 6 years

Sergeant Douglas A. Weddleton
Foxboro, Mass., State Police
Date of Death: June 18, 2010
Length of Service: 28 years

Lieutenant Carol Scruggs
Marshall County, Miss., Sheriff's Department
Date of Death: June 25, 2010
Length of Service: 4 years

Officer Luke D. Nihart
Kansas Department of Wildlife and Parks
Law Enforcement Division
Date of Death: June 26, 2010
Length of Service: 10 years

Sergeant Orville "Smitty" Smith
Shelton, Conn., Police Department
Date of Death: July 7, 2010
Length of Service: 39 years

Officer Thor Soderberg
Chicago, Ill., Police Department
Date of Death: July 7, 2010
Length of Service: 10 years, 11 months

Police Officer Michael Bailey
Chicago, Ill., Police Department
Date of Death: July 18, 2010
Length of Service: 20 years, 4 months

Deputy Sheriff David W. Lambert
Warren County, Miss., Sheriff's Department
Date of Death: July 20, 2010
Length of Service: 15 years

Sheriff Garry Marshall Welford
George County, Miss., Sheriff's Department
Date of Death: July 21, 2010
Length of Service: 37 years

Corporal Matthew Lloyd Edwards
Taylor, Mich., Police Department
Date of Death: July 23, 2010
Length of Service: 6 years, 7 months

Deputy Sheriff Samuel A. Smith
Franklin County, Kan., Sheriff's Office
Date of Death: July 23, 2010
Length of Service: 9 months

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Is Today Your Day?

By Richard J. Ashton, Chief of Police (Retired), Frederick, Maryland; and Grant/Technical Management Manager, IACP

Seat belt use among the general population of the United States has reached a high of 84 percent,¹ an increase of 65 percent over the past 34 years.² Usage of this device has saved more lives than any other vehicle safety program.³ Ironically, although law enforcement officers are the group most responsible for helping to achieve this remarkably high level of usage, they are operating at approximately the country's 1997 level of usage.⁴

This lethal situation has not escaped the crosshairs of the IACP Highway Safety Committee's Law Enforcement Stops and Safety Subcommittee (LESSS), which just completed its fourth roll-call training video, *Is Today Your Day?* Like LESSS's earlier videos—*Your Vest Won't Stop This Bullet* (produced in 2005 by the Ohio State Highway Patrol); *P.U.R.S.U.E.* (produced in 2007 by the Colorado State Patrol); and *Saving Lives . . . One Stop at a Time* (produced in 2008 by the California Highway Patrol)—this latest training video was undertaken to promote officer safety and reduce senseless officer deaths and injuries in cooperation with the National Highway Traffic Safety Administration; the Federal Highway Administration; the Law Enforcement Officers Killed and Assaulted program of the Federal Bureau of Investigation (FBI); and the National Sheriffs' Association. *Is Today Your Day?* was produced by the New York State Police.

LESSS approached this video from the standpoint of the two groups most able to gain the attention of law enforcement officers: their professional partners and their families. Over a period of time, officers arguably share more face time and more personal details with their partners than with anyone else. Moreover, officers wish to return safely to their families after each

and every shift. They are cognizant of the sacrifices that family members have made to support their careers—for example, the holiday activities, religious celebrations, school assemblies, and sporting events from which officers were absent. LESSS harnessed the emotion that these two groups evoke in officers and allowed them to shed light on the consequences of officers' failures to buckle up in *Is Today Your Day?*

FBI statistics show that 41 percent more officers were killed accidentally than feloniously (746 versus 530) between 1999 and 2008,⁵ and that 66 percent of those killed accidentally in that decade (492 officers) died in automobile and motorcycle crashes.⁶ Additionally, the National Law Enforcement Officers Memorial Fund reported that 35 percent of the 37 officers killed in automobile crashes in 2009 were unbelted.⁷ But beyond these statistics, each death represents a law enforcement officer who has been forever lost to family, peers, neighborhood, and agency.

In May 2010, Clark County, Nevada, Sheriff Douglas C. Gillespie put faces to the tragic losses of three Las Vegas Metropolitan Police Department (LVMPD) officers and the serious injury of one other during a six-month period of 2009. Speeding was involved in each of the three incidents, and three out of the four officers were unbelted at the time of their crashes. "We were naive," Sheriff Gillespie said. "We were naive this time last year [when his first officer was killed in May 2009] that we didn't have a problem."⁸ However, he acknowledged, "What we're truly talking about here is a cultural change in our driving habits. The first is as an organization: We must demonstrate the courage necessary to institute change."⁹ Sheriff Gillespie and LVMPD officers have exerted considerable efforts to address emergency responses¹⁰ and to promote seat belt use, and their agency-wide efforts reduced officer-involved crashes between May 2009 and January 2010.¹¹

Seat belt extenders are intended to accommodate those individuals who exceed the requirements of Federal Motor Vehicle Safety Standard

Attend LESSS' 4th Roll-Call Video: *Is Today Your Day?* Workshop

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209, which mandates that seat belts "fit occupants whose dimensions and weight range from those of a 5th-percentile adult female to those of a 95th-percentile adult male. . . ."¹² However, the LVMPD banned these extenders, after discovering they were being employed to circumvent seat belt use.¹³ Extenders used independently of seat belts masquerade their use, silence the vehicle's chime and light reminders, subvert the safety value of the supplemental airbag system, and jeopardize the safety of officers in the event of a crash. Moreover, the Ohio State Highway Patrol (OSHP) discontinued the use of extenders in June 2010 after studying them following the death of a trooper.¹⁴ A portion of the OSHP's findings follow:

When an extension is added to the "click-on" end of the belt, it realigns the shoulder harness portion of the seat belt towards the door. This results in the shoulder restraint becoming off-centered on the driver's or passenger's body, which can allow the body to slip out from under the restraint more easily during a crash. The lack of tension being "signaled" upon initial impact could also affect deployment of the airbag.¹⁵

LESSS expects that once law enforcement officers view *Is Today Your Day?* they will be motivated to buckle up for their own safety and for



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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.

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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

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

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

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

State and Provincial Police Planning Officers Section

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

State and Provincial Police Retired Officers Section

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

University/College Police Section

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

the benefit of their partners and families. LESSS also anticipates that law enforcement executives will mandate the wearing of seat belts as lifesaving protection and will hold those they command responsible for doing so. As Sheriff Gillespie so aptly points out, "I would rather hold our officers accountable by issuing citations or discipline for not wearing a seat belt or for driving carelessly than plan another funeral."¹⁶

LESSS will debut *Is Today Your Day?* during an October 27, 2010, workshop at the 117th Annual IACP Conference in Orlando, Florida, where each attendee will receive a DVD. As it has done with LESSS' three previous roll-call training videos, the FBI graciously has offered to mail a DVD containing *Is Today Your Day?*

and other videos to each of the more than 17,000 agencies that participate in its Uniform Crime Reporting program. The IACP will distribute additional copies to Canadian law enforcement agencies, highway safety offices, training academies, and other organizations to ensure wide exposure of LESSS' officer safety messages. For more information, contact Richard Ashton, IACP Grant/Technical Management Manager, at 1-800-843-4227, extension 276, or at ashtonr@theiacp.org. ♦

Notes:

¹National Highway Traffic Safety Administration's [NHTSA] National Center for Statistics and Analysis, *Traffic Safety Facts: Seat Belt Use in 2009—Overall Results*,

NHTSA publication no. DOT HS 811 100, September 2009, 1, <http://www-nrd.nhtsa.dot.gov/pubs/811100.pdf> (accessed July 18, 2010).

²Charles J. Kahane, *Lives Saved by the Federal Motor Vehicle Safety Standards and Other Vehicle Safety Technologies, 1960-2002—Passenger Cars and Light Trucks—With a Review of 19 FMVSS and Their Effectiveness in Reducing Fatalities, Injuries, and Crashes*, NHTSA technical report no. DOT HS 809 833, October 2004, 90, <http://www.nhtsa.dot.gov/cars/rules/regrev/evaluate/pdf/809833Part1.pdf> (accessed July 18, 2010).

³*Ibid.*, 88.

⁴*Ibid.*, 90.

⁵Federal Bureau of Investigation (FBI), *Law Enforcement Officers Killed and Assaulted 2008*, October 2009, table 1, http://www.fbi.gov/ucr/killed/2008/data/table_01.html (July 18, 2010); FBI, *Law Enforcement Officers Killed and Assaulted 2008*, October 2009, table 48, http://www.fbi.gov/ucr/killed/2008/data/table_48.html (accessed July 18, 2010).

⁶FBI, *Law Enforcement Officers Killed and Assaulted 2008*, October 2009, table 63, http://www.fbi.gov/ucr/killed/2008/data/table_63.html (accessed July 18, 2010).

⁷Craig W. Floyd, "Preventing 'Preventable' Deaths: Trends and Issues in Officer Safety on our Roadways," (paper presented to the IACP Law Enforcement Stops and Safety Subcommittee, March 13, 2010), slide 22.

⁸Sophia Choi, "One Year Later: Sheriff Gillespie Talks Metro's Driving Policies," *My News 3*, May 6, 2010, <http://www.mynews3.com/story.php?id=16399&n=5035> (accessed July 16, 2010).

⁹*Ibid.*

¹⁰For information on how the LVMPD and the Illinois State Police have addressed emergency responses, see Richard J. Ashton, "Highway Safety Initiatives: A Day to Remember, A Day to Pledge," *The Police Chief* 77 (May 2010): 80-82, http://policechiefmagazine.org/magazine/index.cfm?fuseaction=display&issue_id=52010&category_ID=11 (accessed July 18, 2010).

¹¹Choi, "One Year Later: Sheriff Gillespie Talks Metro's Driving Policies."

¹²*Code of Federal Regulations*, 49 CFR 571.209 S4.1(g)(1), http://edocket.access.gpo.gov/cfr_2004/octqtr/49cfr571.209.htm (accessed July 21, 2010).

¹³Choi, "One Year Later: Sheriff Gillespie Talks Metro's Driving Policies."

¹⁴Lieutenant Colonel P.L. Watts (OSHP assistant superintendent), interoffice communication to district/section commanders, June 28, 2010.

¹⁵*Ibid.*

¹⁶"Sheriff: Police Need to Wear Seat Belts," *FOX5 News*, October 21, 2009, <http://www.fox5vegas.com/news/21356539/detail.html> (accessed July 21, 2010).



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